



Connecticut INDUSTRY

M A Y
1943



**Every Facility of
The Fuller Brush Company
is devoted
to the War Effort...**

BECAUSE they are essential to the maintenance of health, cleanliness and morale, the manufacture and sale of Fuller Household and Personal Brushes continues.

At the same time we are using our greatly expanded facilities to supply thousands of gun cleaning brushes to the Army and Navy — brushes for cleaning the bores and breeches of all types of guns — from the soldier's rifle to the huge naval guns, army field pieces to airplane machine guns.

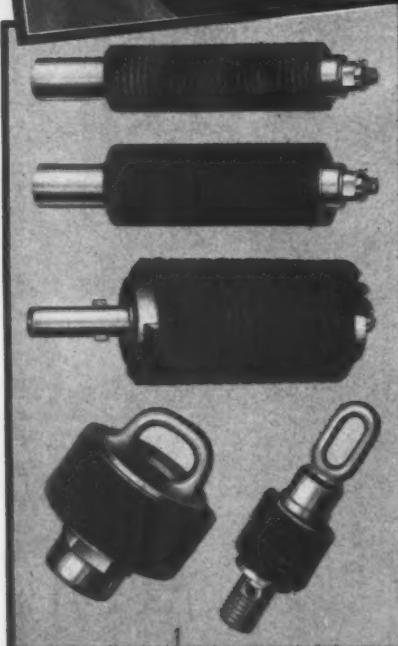
Our machine shops, devoted in peace-time to building improved brush-making machinery for our own factory, have been greatly expanded and are now concerned exclusively with war work. We are building machine tools, cutting tools and dies of many sorts, and aircraft parts.

Our Industrial Division is busier than ever before providing Heavy Duty Brushes, Brooms and Mops, necessary to meet the task of keeping war plants clean and efficient while operating 24 hours per day. The Industrial Division is also manufacturing special Fuller-grip Brushes which are built into machines producing war goods.

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To supply the Armed Forces is our first duty. To supply our millions of customers is a problem we are endeavoring to meet.



The FULLER BRUSH Company
HARTFORD, CONNECTICUT

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CONNECTICUT INDUSTRY
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*... available in 72 hours at a
tool cost usually under \$100.*

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CRITICAL SHORTAGE

TODAY we of management value our shrinking inventories of precious materials perhaps more than ever before because we are uncertain of adequate new supplies in time to assure continuity of operation. Too often we have overstressed metallurgy and the precision and productivity of our tools while giving third place in our thoughts and actions to the more important human factors. In our rapid strides to knowledge about things, we have frequently failed to acquire wisdom enough to deal harmoniously with our employees and with many other groups.

Nothing on this planet is so interesting and of such great value as man himself. He alone can think—create. To encourage men to reach the highest stature of which they are capable—and that is higher than many of us realize—is by far the most important task of management.

According to Charles Wheeler, builder of the McCormick Steamship Company, "The management of a business is the management of men. Help make the men and the men will make the business." Despite the fact that this statement has been proved many times by successful management, thousands of companies show losses every year because of needless internal friction among top management which, in turn, breeds fear, confusion, indifference and inefficiency among supervisors and workmen. Mr. Wheeler had little patience with men who believed that the restless masses could be "kept in their place" with temporary bribes. He believed in the inherent capacity of common men to build a business from the "ground up". He built his own successful business by offering guidance to his employees in the development of their individual personalities, their acquisition of knowledge and in the direction of their energies. This simple formula resulted in growth and achievement for both the men and the business.

The pattern of thoroughly explaining the job and its importance to the final product, and the company's history and plans to new employees, has already been established by some of our most progressive companies. But frequently the follow-up has been poor, resulting in a vast amount of indifference, and faulty and low production. The pattern of meeting together, in small groups, for training in the art of supervision and for specific jobs, has been set by the Training Within Industry, Job Training and Engineering Science Management War Training programs. The organization of small labor-management committees has likewise stimulated the development of teamwork in many companies. In order to provide an outlet for aptitudes not normally required on specific routine jobs, and thereby to stimulate interest and enthusiasm for living a full life of service, both in business and in the community, other study groups might be established. Many inspirational books are available for review and study which, under the proper guidance, cannot fail to develop the latent powers of men and set the stage for the more practical understanding of the "American Way of Life", so necessary to industrial peace and the retention of individual liberty.

Much has been said and done about critical materials, tools, transportation and manpower areas. Despite the need for action in these areas, the most critical shortage of today is more intelligent management of men. Our future progress in business, in the community, and in the country will be determined largely by the degree of success we attain in stimulating men to reach their highest goals of service, individually and collectively. Let us build men; they will build our future.



President.



WITH OVER 250 on its payrolls, Underwood-Elliott-Fisher has become the largest employer of part-time labor in the Hartford area. This picture shows four of the white collarites at a drill press. L. to r., Harrison P. Page, purchasing department, Aetna Life Insurance Company; Harry Silverstone, assistant attorney general, Unemployment Compensation Division, State Department of Labor and Factory Inspection; William H. Barber, serviceman, Underwood-Elliott-Fisher branch office; and Dixwell T. Burnham, actuarial department, Travelers Insurance Company.

HERE ARE THREE part-time employees on the so-called "executive shift" at Crystal Research Laboratories, Hartford. Left to right: Goodwin B. Beach, well known Hartford broker; Miss Frances T. Miller, assistant occupational therapist at Hartford Hospital, and Philip G. Eaton, partner in A. B. Pimm & Co., note dealers. The shift derives its name from the fact that many of the workers on it hold executive positions at their regular, full-time places of employment. After a day at the office, these executives put in 4 or 5 hours at the factory bench.

THE SPLIT SHIFT

THIS IS THE STORY of the "Hartford Plan", an idea for utilizing white collar workers in war industries, which had its inception at a luncheon of bank and insurance employees about a year ago. Successful operation of the plan in several Connecticut cities has led manufacturers throughout the country to utilize split shift and part time help, thus relieving in one more way the pressing manpower problem.

JUST about one year ago, in April of 1942 to be exact, six or seven white collar employees in Hartford banks and insurance companies met for lunch to discuss what they could do in their spare time, after office hours, to help the war effort.

Little did they realize as they chatted that day what a tremendous effect their thinking would have along the production front; little did they dream that the spark kindled at that luncheon meeting would one day sweep industry like wildfire.

Yet that is just what did happen and today their brain child born of that meeting—the splitshift or part-time work plan—is being used widely not only in Hartford, but also in Waterbury, New Haven, Meriden and, according to press reports, in Cleveland and other sections of the country.

Once decided on what they wanted to do—use their spare time in actual war production jobs—the group moved swiftly to put their idea into actual operation.

The Connecticut office of the United States Employment Service was contacted and Maj. Leonard J. Maloney, then state director of the service, showed great interest in the scheme, which now is known the country over as the "Hartford Plan". At his suggestion a pool of manhours supplied by white collar workers on a part-time basis was organized and made available to Connecticut manufacturers.

However, it was not until late October, 1942 that the ice was broken. The first company actually to employ any from the pool for splitshift operations was the Hartford Steel Ball Company. Through the Hartford office of the USES the company got in touch with the pool. Two teams of pool members were selected from two insurance companies which had shown particular interest in the plan and they were sent to the company.

The selection was based on availability for work at the required hours, namely 6 to 11 p.m. In this case each team was composed of three men to

work a five-hour shift twice a week for a six-day week.

The work was relatively simple and the men caught on quickly. The manufacturer was pleased because his production increased and the men in the pool were pleased because at last they had something tangible to do with war work. The trial period was a success and more teams were added.

While the scheme worked at Hartford Steel Ball Company, it could only be hailed as a complete success if a large manufacturer would try it. Suddenly, early in November, United Aircraft issued a call for white collar workers to go on a split shift.

At present large numbers are employed by Pratt and Whitney Aircraft, working a split shift in teams of two on the production floor. Each member of the team takes four hours of an eight-hour evening shift every working day in the week, with the first half of the shift being on the job from 3:45 to 7:45 p.m. and the second half continuing until midnight.

Officials of the company say that part-time help is also being utilized in office work where they claim this type of labor can be used to better advantage than on the production floor. To illustrate their point they say that bank tellers are being used evenings to make

up the company's payrolls, while other white collarites are engaged evenings on time study, job evaluation, tabulating work and job interviewing.

Here was the first large manufacturer in the state to accept the principle of a split shift and credit for putting the plan across must go in large part to William G. Ennis, who succeeded Major Maloney last June as Connecticut head of the USES.

Since then Underwood Elliott Fisher Company of Hartford has adopted the part-time plan in a big way. Today, with over 250 white collarites on the job, the company stands as the largest employer of part-time help in the city.

Frederick U. Conard, vice president and general manager, says the idea of making use of part-time labor is working out very well and goes on to point out that a special shift has been instituted for this kind of employee. They work four hours from 6 to 10, five nights a week, Monday through Friday.

Prevailing rates paid full-time employees are also paid part-timers, according to Mr. Conard, who goes on to say that this wage policy applies to both hourly rated employees and piece work.

At this point it might be appropriate to point out that actually there are two distinct plans in operation insofar as white collar workers are concerned. It the first instance there is the split-shift system, exemplified by the United Aircraft set-up for production workers, where one eight-hour shift is cut into two parts of about four hours each. In the second instance there is the part-time system, exemplified by the Underwood set-up, where there is no cutting, but where employees work straight through on one abbreviated shift of about four hours.

While Hartford Steel Ball was the first to introduce the split-shift plan, the honor of introducing the part-time plan goes to M. H. Rhodes, Inc., of Hartford. This company, even before Hartford Steel Ball, drew on the original pool of white collar workers for three or four men who were assigned to specialized tasks on a part-time basis in the evening.

Another outstanding example of a company wisely tapping this source of labor is the Crystal Research Laboratories of Hartford. The concern, founded about one year ago, engages a working force of around 200 of which about 25 percent are part-time employees.

These part-time workers are on the "executive shift," so-called because many of them during the day are high-salaried officials in the leading banks, insurance companies and financial houses of Hartford. After putting in the regular eight-hour day at the office, these executives do another stretch at the factory bench for about five hours, four or five nights a week, from 7 until midnight, for a total of 20 to 24 hours extra weekly.

The company, now occupied practically 100 percent with war work, operates in the field of electronics and finds that men with college training in physics are particularly adapted to the work at the laboratories.

Unnecessary absenteeism among these part-time employees is unheard of, according to Samuel I. Ward, president and general manager of the company, who maintains that the part-time worker is "really faithful" to his job.

"You never have to worry about them," he explained. "They're practically always here, come rain, shine or snow, and when they are out they usually have a pretty good reason."

At Capewell Manufacturing Company, Hartford, William B. Marsh, personnel director, says the company is "really keen" for the part-time plan, as is evidenced by the fact that five to six percent of his total labor force is on a part-time basis.

His company started using the white collar type last December, one of the first concerns to adopt such a practice after it was recommended by the Connecticut office of the United States Employment Service. "After watching these men and women come in here nights, after a full day at their regular jobs, I have come to the conclusion that if there are any patriots in this war then it's the white collar worker putting in part-time at a war plant," says Mr. Marsh.

Two groups are operated on the part-time plan, he explained. The first is composed of nine women, six of them high school girls and the other three housewives. They come to the plant two nights a week from 3:45 p.m. until 6 p.m., and three nights from 3:45 to 9, for a total of about 20 hours a week.

A CZECHOSLOVAKIAN refugee from the Hitlerite regime, Mrs. Pauline Mary Field, spends her evenings in Hartford turning out war work at the Crystal Research Laboratories. She is a graduate of Vienna University with the degree of doctor of philosophy.

The second group, known as the "insurance gang" because they are employed days at several of the insurance companies, is composed of 14 men. They start about 5:30 or 6 p.m. and continue until 9:30 or 10 for a total of about 20 hours weekly.

At Colt's Patent Fire Arms Manufacturing Company, Hartford, a group of five newspapermen are hired to work on a special assignment on reports.

Dwight Phelps, vice president, says he is "very pleased" with the work they are doing and that he is "glad to have them" with the company. The assignment, which takes the character of office work, has turned out so successfully for the company that consideration is being given to inaugurating part-time work in the factory soon.

The group is called upon to work 72 hours a week. This is divided into 15 hours for four men working four nights a week and Saturday afternoon, while the fifth man puts in 12 hours working four nights a week.

In New Haven, the Winchester Arms plant, which makes the Garand rifle, is employing hundreds of split-shift men. It draws heavily on Yale students who work the first part of a full-time shift and then are relieved by other white collarites who finish out the shift.

In addition to the foregoing concerns, in conclusion it can be said that many other companies in the Hartford area are putting either split-shift or part-time employees to good advantage, including Plax Corporation, M. S. Little Company, Gray Manufacturing Company, Grandahl Tool and Machine Company and Cheney Brothers in Manchester.



CRIMINAL LOSS COVERAGE

By C. EDWIN BLAKE, Assistant Supervisor, Agency Field Service, The Travelers Insurance Companies
and

LEWIS V. IRVINE, Agency Assistant, Fidelity and Surety Department, The Travelers Insurance Companies

This is the concluding article in a series designed to assist manufacturers in obtaining adequate insurance coverage, particularly during war time. Other articles in the series have appeared in recent issues of *Connecticut Industry* under the following titles: "Today's Insurance Problems for Industry", "War Damage Insurance" and "Is a Compensation Policy Enough?"

AN integral part of any business insurance program in time of peace, criminal loss coverage has assumed even greater importance since we have been at war. Today, records and accounts must be checked hurriedly. All business activities have been speeded up and unsettled conditions necessitate the constant changing of personnel. New employees often are placed in positions of trust where they have access to merchandise or company funds. The dimout and trial blackouts have increased the possibility of burglary and robbery.

As a result of these increased hazards, businesses are giving greater consideration than ever before to adequate criminal loss coverage.

For some years the trend in fidelity lines has been toward blanket coverage. Since 1915 banks have been buying blanket bonds. Many other businesses, however, still try to choose certain employees to be bonded. These two points of view represent the two types of fidelity coverage available: blanket and selective. Neither is bought on the hypothesis that employees are dishonest. If an office manager considered a prospective employee dishonest, he wouldn't hire the person and certainly an insurance company would not act as surety for a bond on any individual or individuals whose honesty was questionable.

Blanket Bonds

For the most ample fidelity coverage, either of two blanket bonds is recommended: Primary Commercial Blanket Bond or Blanket Position Bond.

Both of these cover all employees as soon as they enter the service of the organization with no change of premium during the year. The Blanket Position Bond is primarily for the small business, since its penalty begins at



C. EDWIN BLAKE

\$2,500 and has a top limit of \$25,000. The Primary Commercial Blanket Bond coverage begins at \$10,000 and has no top limit.

A loss under the Blanket Position Bond does not reduce the bond penalty so there is no restoration premium. The Commercial Bond is reduced by loss but is automatically restored for future losses. By a retroactive restoration rider it may be kept at face value at all times. Another rider, the premium waiver rider, eliminates the cost of restoration. With these two riders on the Primary Commercial Bond, the



LEWIS V. IRVINE

bonds become almost identical except for one basic difference.

Although each individual is covered under the Commercial Blanket Bond, should two or more employees be in collusion and the resulting loss be greater than the penalty of the bond, the employer receives only the face value of the bond. Under a Blanket Position Bond, however, if such a loss occurred, each person involved in the loss would be covered to the full amount of the bond if he could be identified.

Depositor's Forgery Bond

Often sold with a blanket fidelity bond is the Depositors Forgery Bond. Together they provide excellent fidelity protection for a business. The government considers such coverages so important that it recommends contractors working on military bases to carry both.

The Depositors Forgery Bond is one of the simplest forms of insurance. It guarantees the depositor in a bank that he will suffer no loss through forgery or alteration of checks or drafts, either by employees or others, and covers the bank as well. With this double coverage a good relationship is maintained between bank and depositor even in the event of a loss, for there is no argument as to who is liable since both are protected.

There is a general impression that banks are liable under all conditions for fraudulent payment of funds out of a depositor's account. This is far from true. Many times the depositor is at fault. The only real protection against forgery is insurance. Large businesses are especially apt to suffer through forgery because forgery, itself, is an organized enterprise and those engaged in it are on the lookout for large accounts.

There are two important riders for this Forgery Bond. Almost invaluable for businesses having one or more branches is the uniform amount rider, by means of which branches can be covered for large amounts at greatly reduced premiums. Personal accounts of officers or partners also may be pro-

tected. For a firm carrying broad fidelity coverage in a large amount, there is another important rider, recently made available, which distinguishes between employees and others. This eliminates the coverage on inside losses, as these already are covered under the fidelity bond, and cuts the Forgery Bond premium in half.

Burglary Protection

Several policies are needed to give the manufacturer adequate burglary and robbery protection.

A new and important policy under these lines, the Money and Securities Broad Form Policy, should be of interest to any business needing a sizeable amount of coverage. Subject to conditions listed, it covers destruction of such property from any cause, including fire. The policy applies to all direct loss of money and securities both within and outside the premises, excluding loss contributed to by action of an employee, by forgery or by fraud. The new war risk exclusion clause now applies to this contract.

It is immediately evident that for the business desiring full protection against direct loss of funds the Broad Form Policy is an essential companion policy for the blanket and forgery bonds because its coverage begins at the point where that of blanket and forgery bonds stop.

Not only does the Broad Form Policy cover money and securities, but it also covers any damage, except by fire, to the premises or equipment of the insured caused by robbery or burglary and damage caused by robbery to the wallet or other container in which money and securities are transported outside the premises.

Comprehensive in scope, this new policy covers any disappearance by theft of money and securities. To cite a specific example: If a safe were left open or were opened without visible marks of entry, the resultant loss would *not* be covered under a safe burglary policy but *would* be covered under the Broad Form Policy.

It is recommended that any business requiring \$2,000 or more of coverage should consider carefully the advantages of the Money and Securities Broad Form Policy before deciding on more limited contracts.

Miscellaneous Coverage

Of great importance to many business concerns is the Accounts Receivable Insurance Policy, a casualty form

ILLUSTRATING the point that no safe is burglar-proof is this picture of one of three safes blown open by safe-blowers in a Pennsylvania burglary. Fifteen thousand dollars was stolen.

which protects the insured against inability to collect accounts due him in the event that his records are destroyed. Although it is not an "all risks" policy, it gives broad coverage, protecting accounts receivable records against damage or destruction on the premises of the insured; larceny or theft which takes place during or contributed to by fire, flood, windstorm or other designated catastrophe, and against burglary within a vault. The war exclusion clause now is included in this policy.

Increasing in importance with the large number of reports necessary to carry on a business and the expense involved in having blueprints and plans reproduced, is the Valuable Papers Destruction Policy. This policy has become extremely attractive, since it now covers loss both inside and outside the policyholder's premises. Only exclusions are those of misplacement and deterioration. The war exclusion clause applies to this policy, too.

Well adapted to cover the office of a small manufacturer is a combination Office Burglary and Robbery Policy. This is suitable only for a small concern because the amount of coverage on each item is small. Hazards covered include inside holdup, outside holdup, safe burglary, office burglary, robbery, theft and larceny, night depository or home of custodian burglary, kidnapping, and damage to property covered by the policy. A limit of liability is applied to each section. The large business concern receives a similar coverage under the Money and Securities Broad Form Policy.

If a firm prefers, it may purchase three burglary and robbery policies; Mercantile Safe Burglary Insurance, Paymaster Robbery Insurance and Inside and Outside Robbery Insurance to cover direct loss of funds. The combination of these three, however, does not give the broad coverage offered by the Money and Securities Broad Form Policy.

When buying insurance of this nature it is well for the insured to note the difference in the terms "Robbery" and "Burglary" as defined in his policy. Robbery involves inflicting or threatening violence, while burglary involves breaking and entering or attempt threat.



Just as there is no check which cannot be altered there is no safe which cannot be entered. Under present conditions many industrial firms are increasing the amount of Safe Burglary Insurance carried.

Covering payroll funds from the time they enter the custody of the insured until they are paid out to employees, the Paymaster Robbery Insurance Policy now has been broadened to cover twenty-four hours a day. To protect payroll funds not in possession of a custodian, Safe Burglary Insurance is needed.

Coverage of the Inside and Outside Holdup Insurance Policy also has been increased to cover twenty-four hours a day at no additional charge, since it was found that many businesses having the insurance needed this protection. Concerns purchasing this policy are wise to buy it for the maximum amount that might be lost through a holdup, for robbery, like fraud is an organized enterprise and those engaged in it look over the situation carefully in order that their holdup will net the largest sum possible.

Although the bonds and insurance policies briefly outlined above are the ones most generally sold to business and industrial organizations, there are others which might apply to particular cases. Under this category might be included Mercantile Open Stock Insurance, which covers burglary losses but excludes shortages or disappearance of materials.

(Continued on page 29)

SILVERSMITHS TURN AND SPEED PRODUCTION

Editor's Note: This story is the first full-fledged article about peace-to-war "Conversion" that has been published in Connecticut Industry. Although a few other similar articles may be published, this story is symbolic of literally hundreds of Connecticut companies who have "crossed the Rubicon" in our fight for freedom, and who are looking ahead to the day when they may reconvert to make jobs that will make for steady employment and the retention of the hard won peace.

CONNECTICUT is well known for many things—among them silverware.

In Meriden, "The Silver City," the war has brought many changes. For the duration Meriden has become one of the "Arsenals of Democracy."

All-Out Conversion

At International Silver Company, silverware is out, and over 100 different war products are being made—shells, rifle parts, incendiary bombs, surgical instruments, magazines, cartridge clips, mess kits, bomber parts—to mention a few.

Making an efficient change-over to war production was the big problem with Connecticut firms, and throughout the country. International's problem was in many ways the same as others, but different in one respect.

Few firms had as radical a change to make to entirely new products.

Making New Products

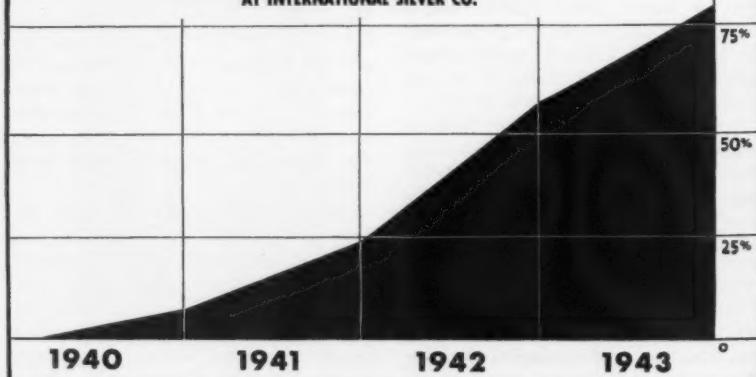
Many companies have done a splendid war job by simply increasing production of the same or allied type of product they were previously making. In putting ten different International factories to work on a wide variety of new products, complete conversion was necessary in both manpower and equipment.

At Factory H, for instance, starting from scratch without knowledge, experience or equipment on the new product, the plant is now producing 20MM shell cases in large volume. The first contract was completed four months ahead of schedule.

The employee personnel of this plant was previously trained only in the blanking, stamping and finishing of knives, forks and spoons, processes which have no relation to the drawing, tapering, trimming and other

CONVERSION TO NEW PRODUCTS NOT PREVIOUSLY MANUFACTURED

WAR WORK ON NEW PRODUCTS MADE NECESSARY COMPLETE CONVERSION
OF MANPOWER AND MANUFACTURING EQUIPMENT
AT INTERNATIONAL SILVER CO.



TURN INTO GUNSMITHS -- ON 100 WAR PRODUCTS

operations of shell manufacture. These employees have been trained to master their new occupations within a remarkably short period of time.

One factory was set up to make nickel silver for use in manufacturing silverware. This production has been changed to shell brass and the output increased four times over.

International converted quickly on many essential war products that were ready to go, as well as on others that

men, assistant foremen, and workmen, which enables a plant to go ahead with new ideas and get things done.

Morale is built up and maintained by constant attention to working conditions, such as keeping the confidence of men in management by continual information as to reasons for doing things in a certain way; maintaining good housekeeping always; immediate repair of all breakdowns; constant maintenance to keep equipment in best



had to be developed from the start. One of the most important jobs in which the Engineering and Design Departments had the privilege of co-operating was the Navy Valve Wheel.

These wheels had previously been made in cast aluminum and some in bronze. The new type of wheel was worked out in seven sizes in light weight steel that saved large quantities of critical metals and lent itself to volume production. It is being used in submarines, destroyers, battleships—all types of naval craft.

A great part of the credit for the war production job being done must go to the human element—a fine spirit of cooperation between manager, fore-

working condition; immediate consideration of any workman's sensible suggestion; minimizing noise; helping men get to and from work; and taking care of many other little things that help moral.

Training of personnel has all been done within the organization and this education had to embrace supervisory, direct labor, and service employees alike, as the war work has been new to all. The manufacturing set-up, and in fact the whole company, has been entirely reorganized to fit into the "total war" picture.

War production is the immediate problem, but information can be

(Continued on page 13)



TRAINING PROGRAMS FOR SUPERVISORS

BY industry—for industry—"B" operated within industry." In such words, Channing R. Dooley, Director of the Training-Within-Industry Service of the War Manpower Commission and, "in private life," Industrial Relations Manager of Socony Vacuum Oil Company, describes the TWI services in which 277 Connecticut war production companies are participating.

And the Army as well has not overlooked the Training-Within-Industry services. "Twenty-two of these suggestions alone will effect an estimated annual saving of 437,500 man-hours and \$341,200." So wrote Breton

Somervell, Lieutenant General, Commanding, Army Supply Forces, U. S. Army, in his letter of April 1, 1943 to Colonel William E. Larnard, Commanding Officer, Picatinny Arsenal, Dover, New Jersey.

The above statement, to be sure, was made through Army channels and concerning one of the largest war production organizations participating in the recently released Job Methods Training. Nevertheless, important war plants in Connecticut are already checking up even more dramatic results as they are getting into full swing on the Job Methods Training program.

Job Methods Training is the second

10-hour package offered by the Training-Within-Industry Service of the Bureau of Training, War Manpower Commission. However, before describing J.M.T., a progress report of the Job Instructor Training program, is timely, particularly since participation in J.I.T. has proved itself a logical prerequisite to participation in J.M.T.

It was slightly over a year ago that Job Instructor Training was launched in Connecticut through presentation meetings before war plant representatives. These meetings, 65 to date, with Foremen's Clubs, Personnel Associations, State, County and local Manufacturers' Associations, Service Clubs, Engineering Societies, Labor organizations, WPB gatherings, and many other representative groups, have helped spread the gospel of J.I.T. That gospel and the precision-instrument technique of J.I.T. boils down to "How to get A man to do A job, correctly, quickly and conscientiously."

Though A. E. Whitehill, District Representative of Training-Within-Industry for Connecticut and Rhode Island, a former Executive Assistant of your Association, states that probably not more than one quarter of the job has been completed on J.I.T. and that it unquestionably has a long and vigorous life ahead. Nevertheless, the record to date is most indicative of its acceptance by plant management.

The Connecticut program got underway in early 1942, with the initial Trainer Institute at New Haven conducted by a T.W.I. Washington Headquarters representative. All succeeding institutes have been conducted by men active in Connecticut industries or by the small T.W.I. full time staff. Such men as these have carried the Institute load: C. A. DuBois, Director of Training, Scovill Manufacturing Company; G. Roy Fugal, Supervisor of Personnel, and John J. McCarthy, Supervisor of Training of General Electric Company, Bridgeport; James Longacre, Supervisor of Personnel, Stanley Works; Charles Allyn, Patent Attorney of Trumbull Electric Company; Karl Hawk of the Training Division of Remington Arms; and Stella McCann, Assistant Industrial Relations Manager of U. S. Rubber Company, and

HOW TO GET READY TO INSTRUCT

How to Train
how much skill you expect him to have, and how much time you will need to teach him the key points.

Break Down the Job
Not just the steps, pick out the key points.

Have Everything Ready
the right equipment, materials, and supplies.

How the Work Place Properly Arranged
Just as the worker will be expected to keep it.

Job Instructor Training
WAR MANPOWER COMMISSION
BUREAU OF TRAINING
TRAINING WITHIN INDUSTRY

KEEP THIS CARD HANDY

10-3207-1 400

STEP III—DEVELOP the new method.

1. ELIMINATE unnecessary details.
2. COMBINE details when practical.
3. REARRANGE for better sequence.
4. SIMPLIFY all necessary details—
 - Make the work easier and safer.
 - Pre-prepare materials, tools and equipment at the best places in proper work sequence.
 - Use pre-ground, honed, and dressed delivery chutes.
 - Use both hands to do most work.
 - Use Jigs and fixtures instead of hands, for finishing work.
 - Work on one idea with others.
 - Write up your proposed new method.

STEP IV—APPLY the new method.

1. Tell your proposal to the boss.
2. Tell the new method to all operators.
3. Get final approval of all concerned.
4. On basis of Quality, Quantity, Cost, put the new method into work. Use it until a better way is developed.
5. Give credit where credit is due.

Job Methods Training Program
TRAINING WITHIN INDUSTRY
War Manpower Commission
10-3207-1

HOW TO INSTRUCT

Step 1—Prepare the Worker
Put him at ease. Find out what he already knows. Get him interested in learning job. Place in correct position.

Step 2—Present the Operation
Talk clearly and concisely and Question carefully and patiently. Stress key points. Instruct clearly and completely, taking up as much time as necessary but less than he can master.

Step 3—Try Out Performance
Test him by having him perform job. Give him time to think, then have him explain key points. Correct with him and correct errors. Continue until he has learned it.

Step 4—Follow Up
Put him on his own. Designate to him who goes for help. Check his progress. Encourage questions. Get him to look for key points as he progresses. Give him extra coaching and close follow-up.

II Worker Hasn't Learned, the Instructor Hasn't Taught

HOW TO IMPROVE JOB METHODS

A general plan to help you produce GREATER QUANTITIES, BETTER QUALITY, in less time, by using less labor and Materials, now available.

STEP I—BREAK DOWN the job.

1. List all details of the job exactly as done by the Present Method.
2. Be sure details include all—
 - Material Handling
 - Machine Work
 - Hand Work

STEP II—QUESTION every detail.

1. Use these types of questions:
 - WHY is it necessary?
 - WHAT is its purpose?
 - WHERE should it be done?
 - WHEN should it be done?
 - WHO is best qualified to do it?
 - HOW is the best way to do it?
2. Also question the—
 - Tools, Product, Machines, Equipment, Work-place, Safety, Housekeeping

10-3207-1

JOB RELATIONS

A SUPERVISOR GETS RESULTS THROUGH PEOPLE

Foundations For Good Relations

Let each worker know how he is getting along.

Figure out what you expect of him. Tell him what you expect of him. Encourage him to improve.

Scovill when does.

Look for extra or unusual performance. Tell him while "it's hot."

Tell people in advance about changes that will affect them.

Get them to accept the changes. Make best use of each person's ability. Look for ability not now being used. Never stand in a man's way.

People Must Be Treated as Individuals

JOB RELATIONS TRAINING
Training Within Industry
War Manpower Commission

HOW TO HANDLE A PROBLEM

I—GET THE FACTS
Review your record. Find out what rules and plant customs apply. Talk with individuals concerned. Get opinions and feelings.

II—WEIGH AND DECIDE
Fit the facts together. Consider their bearing on each other. Check practices and policies. What possible actions are there? Consider effect on individual, group, and production.

III—TAKE ACTION
Are you going to handle this yourself? Do you need help in handling? Should you refer this to your supervisor?

Watch the timing of your action. Don't jump at conclusions.

IV—CHECK RESULTS
How soon will you follow up? Watch for changes in output, attitudes, and relationships. Did your action help production?

BRIEF BUT TO THE POINT. The three cards, printed back and front above, are the "text books" for the plant supervisors participating in the five 2-hour sessions of each of the Training-Within-Industry Service programs. They are important tools in the complete training kit of each certified War Manpower Commission Trainer.

the first woman in the country certified to conduct J.I.T. Institutes; and John D. Clarke, formerly of the Bridgeport State Trade School, and now full time T.W.I. staff member.

J. I. T. Progress to Date

The sustained efforts of these few people in "training trainers" have fanned out the Job Instructor Training program to 293 Connecticut plants with approximately 360,000 employees. In these plants 16,676 foremen, assistant foremen, section and department heads, group leaders; i.e. supervisory personnel, have participated in the in-plant programs of five two-hour sessions. "166,760 man-hours of key employees devoted to one training program in so short a time is no mild tribute to J.I.T." and as Mr. Whitehill added, "no mean tribute to the 326 certified trainers who have conducted J.I.T. groups—around the clock and around the state, not only in their own plants but often traveling considerable distance to serve other plants not having their own trainers."

It appears that J.I.T. is just hitting its stride for, though over a year old in Connecticut, the record week has just been reached when over 50 new in-plant groups were started. 100 groups a week is the next goal of these T.W.I. crusaders. This increase may be due in some part to the many participating plants that are pushing for a complete supervisory coverage on Job Instructor Training before embarking on the Job Methods Training program.

The objective of Job Methods Training is specific and pointed and gets to that point in 10 brief hours. J.M.T. is "A practical plan to help supervision make the maximum use of machines, materials and manpower now available".

In one sense of the word, the progress of J.M.T. has not reached startling totals for it is but a few months old. It is, however, impressive to note that of the 8,396 supervisors trained in J.M.T. nationwide, over 2,000 are in Connecticut. The T.W.I. Connecticut staff is under day and night pressure to meet plant demands for the program. General Electric, Remington Arms, Manning, Maxwell & Moore, Scovill Mfg. Company, Colt's Patent Firearms Mfg. Co., and U. S. Electrical Motors are among the early participants but with Trainer Institutes just completed in Hartford, Meriden and New Britain, J.M.T. is on the move.

(Continued on page 29)

A FEW CONNECTICUT FIRSTS IN TRAINING WITHIN INDUSTRY



THE FIRST INDUSTRIAL TRAINER INSTITUTE in the Job Relations Training program recently conducted at the General Electric Company plant at Bridgeport. Institute members, those seated, include representatives from General Electric, Remington Arms and U. S. Electrical Motors. Observers, standing, represent Colt Patent Firearms, Hartford; Scovill Mfg. Co., Waterbury; and T.W.I. staff representatives. John J. McCarthy, Institute Conductor, standing, right.



THE YOUNG LADIES, l. to r., Elizabeth Bennett and Florence Freer, are the first two women in American industry to be certified as trainers in both Job Instructor Training and Job Methods Training. John J. McCarthy, Supervisor of Training of the General Electric Co., Bridgeport, is the first man in American industry to have conducted Trainer Institutes in all three programs of Training Within Industry.

Below—THE FIRST FIVE men in American industry to be certified by Training-Within-Industry as Trainers in all three T.W.I. programs. Standing, l. to r.: Joseph Finsinger, John Tagen and George Mullins of General Electric Co., Bridgeport. Seated, l. to r., Karl W. Hawk and James Chapman of Remington Arms Co., Bridgeport.





HOW S.N.E.T. COMPANY HANDLES WAR TIME PERSONNEL PROBLEMS

By E. P. BRADLEY, *Vice-president and General Manager,*
The Southern New England Telephone Company.

VEN before Pearl Harbor, the gearing of production to new war jobs created a vast demand for telephone service, sending local and long distance totals to unprecedented heights. Nor can the telephone traffic directly due to war industry be expected to drop, because stepped-up production depends largely on the telephone for necessary speedy communication. For the duration, telephone switchboards must carry a large volume of war traffic in addition to a much expanded civilian traffic.

To keep war communications at top efficiency means that those switchboards must be adequately manned and adequately maintained. All branches of the telephone industry have been mobilized for this purpose. Newspaper and radio publicity has been employed to ease the load on central offices by urging limited civilian use of the telephone. Watchful maintenance of telephone equipment is a guarantee against interruptions in service.

Because of the decrease in the work load occasioned by the wartime curtailment in the use of strategic material for new construction, vacancies

IN THIS ARTICLE, Mr. Bradley describes how the telephone company is meeting current employment problems through a wartime personnel program with a post-war viewpoint.

left by telephone men entering military service have been filled by redistribution of the Company's manpower. So far, the problem has not been too difficult in this direction.

The pressing need for telephone operators has been, and will continue

to be, the reason for the telephone company's entering into the employment market. The jump from 197 operators added to the force in 1940 to 640 in 1941 and 568 in 1942 is an indication of the speed of the employment rise. To add these 568 operators last year, 1,497 new women were trained in 1942; a job which would have meant sacrifices of service standards except for the Company's long background of experience in training methods.

The growing demand for women in war production has put the telephone company into competition with other essential industries during recent months; a situation which threatens to become more acute and one which may leave the telephone company at some disadvantage. In the first place, a fresh source of women workers, still comparatively untapped—those who wish to work only as a patriotic duty—has been partially blocked because



E. P. BRADLEY

the telephone industry has been "taken for granted," and its important tie-in with everything connected with the war effort has been overlooked. In the second place, the high wages of a job limited more or less to the duration have a drawing power for those not interested in permanent employment, irrespective of what their wages might become over a longer period of time.

Sacrificing the policy of job security even in the war emergency, would be entirely inconsistent with the Company's traditions and desires. And in conforming to this ideal, the telephone company is necessarily planning for a post war future. To protect the future

interests of telephone men and women entering military service, liberal regulations governing seniority and leave of absence during the war have been established. Death benefits, pensions and other protections also accrue to employees in uniform.

Wherever possible the Company has filled purely wartime jobs with persons whose interests concur with short period work. For instance, wives of servicemen who will not wish to work after the war are doing valuable war work at telephone jobs. At the same time, however, the Company is keeping the long pull in mind in employing women interested in a permanent job.

The immediate interest of The Southern New England Telephone Company must always be to keep war communications flowing through Connecticut switchboards with a maximum of speed and efficiency. This interest seems entirely compatible with an employment program which promises a secure post war future. That The Southern New England Telephone Company can hope to keep this promise, "as far as humanly possible," can only be affirmed by the record. During the ten years of the depression, by shortening the work week and other measures, this company did not find it necessary to lay off regular employees.

INDUSTRY SPEAKS

THIS MONTH'S contribution to "Industry Speaks", a column of opinion on current problems facing manufacturers to appear from time to time in CONNECTICUT INDUSTRY, is sent in by D. Hayes Murphy, president, The Wiremold Company, Hartford.

THE very fact that nearly everyone is thinking about the problems that will confront us after the war, and figuring out how to solve them, is in itself a sure sign that we will emerge from the present struggle a more capable, more co-operative nation. All of this thinking has to do with jobs, jobs, jobs, and everybody knows that the key to the situation is jobs and more jobs:

1. The "Great Depression" taught us that the lack of jobs brings chaos and disaster.
2. The Great War is now revealing to us our amazing powers of production.

In the Post-War Period we shall learn how to put 1 and 2 together.

Yes, we shall learn how to run our marvelous Production Plant at 100% capacity—not for War but for Peace.

But there is an "if" in it all, and a big "IF" it is!

Much has been said about how different everything will be after the War, but one thing will be just the same as it always has been. I mean Religion, and by Religion I mean those sound principles that we all know and that we all agree with, whether we be Jew,



D. HAYES MURPHY

Catholic, or Protestant . . . such things as The Golden Rule, "Honesty is the Best Policy", the Bill of Rights, and the Ten Commandments.

The change that I am hoping and praying for is that Labor and Capital will clearly see that the surest way to succeed is to apply these principles day by day in a practical, common-sense way. That would be the greatest change of all. It has never been actually tried in a big way, and it is the one change that would make business really tick.

A heart full of love and good will,

however, is not enough. We must organize and act!

Therefore, I offer the following recommendations:

1. That a suitable Program (short and simple) be worked out by representatives of Capital, Labor, and Government.
2. That representatives of these three interests agree to cooperate, not only in establishing such a Program, but in keeping it in full force and effect for a period of ten years after Peace.
3. That between now and Peace, we all stand up and be counted. (It will surprise us to find how many there are on our side.)

SILVERSMITHS AT WAR

(Continued from page 9)

gathered and tentative plans made for the future. Victory Year will mean reconversion of war industries and will bring plenty of new problems.

The close working together of industries for mutual benefit, brought about by war pressure, should be continued. The German Counsel-General once predicted defeat for the United States—"because of the conflicting selfishness of American business."

If business will continue with its present cooperative spirit and outstanding leadership after the war, its conversion to peace time production can be made as successfully as was the change to war work.

ARMY-NAVY "E" NEWS

SEVERAL of the largest plants in the state are numbered among the latest recipients of the Army-Navy "E" award for excellence in war production. Also what is believed to be the second smallest "E" winning concern in the country, The Diamond Hill Machine Shop of Cos Cob, has received the colorful red and blue burgee. Operated by 47-year old Harold C. Powers with two full time employees, two part time helpers and his wife, the Diamond Hill shop produces precision instruments for aircraft. According to Carl F. Hamilton, WPB field representative from Bridgeport, the little one-time garage has established an "amazing" production record. Powers is a typical representative of that still flourishing group known as "ingenious Yankees" and it is second nature to him to find ways of getting tough jobs done—and on time.

As for meeting production schedules, Powers says:

"What we try to do is not to meet 'em but to beat 'em."

"We're not ducking bullets around here but we wish the day was longer. And get this straight. I'm no better than the rest of the boys here."

"This is sort of a family affair. Any man can do the same thing if he's willing to sacrifice a few pleasures. We're not after profits but machine tools. My wife handles the finances and the profits go back to the business for more machinery—and more production."

New Haven Firm Honored

The Seamless Rubber Company, New Haven, in receiving the Army-Navy "E", was congratulated by high Army and Navy officials for "more than doubling production while using only about one-half the essential raw material."

That achievement, said Brig. Gen. Fred W. Rankin, chief consulting surgeon to the U. S. Army, "forcefully demonstrates your ability to overcome production obstacles."

"The award which you have received carries with it the grateful appreciation and the hearty congratulations of the fighting forces in uniform."

"The presence of the award pennant over this plant, and your worthiness to wear the "E" pin will, I am certain, constantly remind you that



WATERBURY FARREL executives pose with newly acquired "E" flag: l. to r., D. C. Griggs, president; R. L. Wilcox, vice-president and Z. P. Candee, vice-president. Also identifiable in the photo are Mayor John S. Monagan of Waterbury (seated behind Mr. Griggs), Col. F. C. Schaffer (to Mr. Wilcox's right) and Walter M. Boyd, Fred Dessereau and Abraham Mott, veteran employees.

you are picked troops of the production line who will not and cannot relax in your future efforts to support our fighting troops on the front line."

Gov. Raymond E. Baldwin headed a list of high state and city officials who attended the ceremony.

Col. Schaffer at Waterbury Farrel

"I know of no other company which has given more of itself to others in getting vital machines built and getting them to produce ammunition," Colonel F. C. Schaffer of the Erie Proving Ground and an overseas veteran of the first World War, stated in making presentation of the coveted multi-colored pennant to Waterbury Farrel Foundry and Machine Co., at impressive ceremonies held April 8 in Buckingham Hall.

Colonel Schaffer pointed out that the local concern made contributions for defense before the war started and was able instantly to turn over all of its resources in making machines for war needs and also to guide other concerns which started war productions.

David C. Griggs, president of the concern, accepted the pennant, stating the local industrial plant will continue its productivity to full capacity and will aid the flow of equipment to

the fighting lines in increasing quantity.

Mayor John S. Monagan expressed words of congratulation in behalf of the city, stating the company's accomplishment proved that the home front is fighting along with the men in the armed forces.

Also addressing the gathering was Navy Lieutenant John D. Lodge, who presented Army-Navy "E" lapel pins to seven veteran members of the concern.

G. E. Workers Make Promise to Men in Armed Forces

More than ten thousand men and women workers of the Bridgeport Works of the General Electric Company, assembled in an outdoor mass meeting March 26 to receive the Army-Navy "E" Award, solemnly repeated the following pledge to the men in the armed forces:

"I will never let you down. My life is in your hands. Your life is in my hands. I will work to make the best and the most of the things you must have to win—that we both may live—that our country may live—that Freedom for all may live".

Lt. Col. H. D. Norris, U. S. Army Air Forces, in presenting the Army-



PRESENTATION of "E" flag to General Electric, Bridgeport. I. to r.: Lt. Col. H. D. Norris; G. E. Works Manager W. Stewart Clark; Oliver Arsenault, union president; and Lt. Commander Willard A. Saunders, U. S. Navy.

Navy "E" flag said: "This plant has made the greatest changeover I have seen in a long time". Stressing the necessity for producing even more in the future, he said, "Today, both the military and the home front, is mild to what we will see once large scale operations get underway."

G. E. Plant Manager W. Stewart Clark, in receiving the "E" flag, declared that it was accepted "with due humility and with deep consciousness of the continuing obligations which are still before us all to fulfill. Our pledge to our fighting men places upon us all a solemn obligation and duty which we will discharge with credit and honor."

Lt. Commander Willard A. Saunders, U. S. Navy, returned from duty aboard a U. S. Submarine, in presenting the "E" pins to employees said, "After a year of combat duty I came back feeling that all is not well on the home front. Sometimes I still feel that way. But I am happy to express the pride we have in you. I voice the appreciation of thousands of men in the fighting forces. We are grateful".

In accepting the "E" pins for employees, Oliver L. Arsenault, president of the United Electrical Radio and Machine Workers of America CIO local 203 said, "Nothing must be permitted to destroy the unity of labor and patriotic employers."

Work attendance records of the employees were praised by Lt. Willis J. Goodert, U. S. Army Air Force, master of ceremonies.

Commendation to the employees who have originated time-saving and production-increasing suggestions to speed up war goods production was made by Governor of Connecticut Raymond E. Baldwin. "Connecticut is

proud of your record", he said. Mayor of Bridgeport, Jasper McLevy expressed the city's pride in the G. E. workers.

Another Bridgeport Plant Honored

Dictaphone Corporation "E" festivities were held March 12 in Klein Memorial Auditorium with a full complement of dignitaries present including Brigadier General James Kirk and Lieut. John D. Lodge, U. S. N., Governor Baldwin and Mayor McLevy. Vice-president Theodore Beard acted as master of ceremonies and George Drew made the acceptance speech on behalf of fellow employees. Management was represented by Merrill B. Sands, company president and superintendent Joseph M. Lucarelle. Token pins were received by Anna White, Mrs. Cora McDaniel and George Langham as the oldest employees in point of service.

"Starting less than two years ago in the manufacture of war materiel, Dictaphone Corporation has met exacting production demands so well that it is now delivering every month more than the number of units originally asked of it," Mr. Sands said. "But we do not plan to become complacent because of past performance. To quote from Winston Churchill. "This is not the end, it is merely the end of the beginning."

Stanley Awards

The Army-Navy "E" Award for production of war equipment was presented to Stanley Tools Division and Stanley Electric Tools Division, The Stanley Works, New Britain, Connecticut, on March 17. (The Stanley Works, parent organization, received the "E" January 20.) Lucius M. Knouse, general manager of Stanley Electric Tools and vice-president of the Stanley Works, acted as master of ceremonies.

Guest speakers on the program were Honorable George A. Quigley, Mayor



DICTAPHONE CORPORATION received the Army-Navy "E" Award on March 12. I. to r., are: Brig. Gen. James Kirk, U. S. Army, who awarded the flag; Governor Raymond E. Baldwin; Bridgeport Mayor Jasper McLevy; George Drew, who accepted the award for the employees and Lt. John D. Lodge, U.S.N.R., who presented "E" pins to the Dictaphone employees.

of New Britain, Honorable Raymond E. Baldwin, Governor of Connecticut, Colonel Conrad E. Snow, representing the Army, and Lieutenant J. Douglas Gessford, representing the Navy.

M. A. Coe, general manager of Stanley Tools, director and vice-president of The Stanley Works, accepted the "E" award on behalf of the management and workers of the two Stanley Divisions.

On the day following the New Britain ceremonies, 1200 people witnessed the awarding of the "E" at the American Tube & Stamping Plant of the Stanley Works located in Bridgeport. Governor Baldwin, in his address, stated that "the workers should be praised for pioneering in winning 'E' awards just as this important steel division pioneered in producing cold-rolled steel". The plant at Bridgeport is producing steel which is used in a multitude of products vital to the success of the country's armed forces.



AT STANLEY TOOL DIVISION ceremonies, I. to r., front row, Col. Irwin, Col. Conrad E. Snow, Lt. J. Douglas Gessford, Lt. R. S. Aldrich. Back row, Maj. Ardison, C. F. Bennett, chairman of the board, and R. E. Prichard, president, The Stanley Works.

CONFERENCE ON STRATEGIC MINERALS DIRECTS ATTENTION TO STATE'S ECONOMICALLY IMPORTANT DEPOSITS

A LARGELY attended meeting at Hartford in March, listened to speakers of international authority on the subject of reviving the State's iron industry; the location in Connecticut of a plant to manufacture magnesium metal; and plans for the establishment of ceramic industries based on nearby sources of raw materials. The state's program to assist the government in its efforts to increase the national stockpile of strategic materials, notably mica and beryl, was also reviewed.

The Conference was under the auspices of the Connecticut Development Commission. Co-sponsoring agencies were: the Connecticut Technical Council, Manufacturers Association of Connecticut, Inc., Connecticut Chamber of Commerce, War Production and Engineering Council for Northern Connecticut, and the Connecticut Foundrymen's Association.

Well known industrial executives, metallurgists, chemists and physicists were present representing the viewpoints and interlocking interests of industry and science. Governor Baldwin and representatives of other departments of the state government attended, as well as officials or agents of the Federal government including War Production Board, U. S. Bureau of Mines, U. S. Geological Survey, and the Metals Reserve Company.

Kenneth P. Gregg, Technical Director of the Connecticut Development Commission, in opening the Conference, defined the use of the term "Stra-

tegic Minerals", as applying not only to military needs which, of course, was the prime concern of the moment, but also to long-range economic considerations as supplying the basis for a more diversified and better balanced industrial economy for the post-war period.

whose process for the reduction of magnesium metal from dolomitic limestone, which occurs in Connecticut, is being employed in the \$3,000,000 government magnesium plant operated by the New England Lime Co., in Canaan, Connecticut, and in new plants being erected by the Defense



BANQUET GROUP AT MINERALS CONFERENCE: I. to r. Alfred C. Fuller, MAC president; Clayton R. Burt, president, Pratt & Whitney, Division of Niles-Bement-Pond; Governor Baldwin; A. H. d'Arcambal, chief metallurgist, Pratt & Whitney, Division of Niles-Bement-Pond; Willard B. Rogers, chairman, State Development Commission.

It was pointed out that scientific research had in recent years discovered new commercial uses for some of the minerals occurring in the state. This fact was graphically illustrated by one of the chief speakers at the Conference —L. M. Pidgeon, Ph.D., of the National Research Council of Canada,

Plant Corp., for Henry J. Kaiser Associates and the Ford Motor Co.

Dr. Pidgeon's paper and the ensuing discussion was followed with keen interest by the large number of industrialists and metallurgists who had come to Hartford to learn at first-hand of the latest developments respecting the reduction and processing of this most recent arrival in the family of light metals and one which undoubtedly will play an important part in the post-war years.

Dr. Pidgeon stated that magnesium

(Continued on page 33)



L. TO R. HERMAN BRASSERT, principal speaker at Minerals Conference; Theodore A. Beard, vice-president, Dictaphone Corp., and chairman of Development Commission's Resources and Planning Committee; Governor Baldwin; Allen Forsberg, economist for Steel Shortage Investigating Committee, House of Representatives, Washington, D. C.

NEWS FORUM

HELMETS of tough, lightweight and coolly insulated plastic are now being manufactured by Hemco Plastics, division of Bryant Electric, Bridgeport. These helmets give Uncle Sam's fighting men maximum comfort and protection during non-combat duty and can be converted into fighting bonnets by slipping a bullet-proof steel outer shell over the plastic helmet.

Though fragile in appearance, the new helmets have withstood rigorous tests. The small air space between the outer steel shell and the plastic inner helmet, together with the insulation properties of the plastic, provides heat insulation. Army experiments have proven the two part helmet more comfortable than the so called "tin hat" worn by the American doughboy in World War I. Some of the helmets intended for jungle fighting are given a spotty camouflage finish.

★ ★ ★

THE RUBBERCRAFT CORPORATION OF AMERICA, which recently located at Wallingford, is engaged in the manufacture of rubber life rafts for the Army and Navy. Milton Lederer of New Haven and Richard Schneider of Bridgeport are the officials of the concern. About 100 women will be employed.

Outstanding features of the new rubber boats, which will be made in various sizes to accommodate from one to twenty-four men, include: a square rigged sail, tarpaulin, fishing kit, first aid equipment, concentrated rations and water for thirty days and in some cases a radio sending set.

The boats are packed in carrying cases which become sea anchors after the boats are inflated.

★ ★ ★

HAROLD B. NARAMORE, chairman of the board of the Bridgeport Fabrics Corporation, has been appointed Republican Financial Committee chairman by State Chairman J. Kenneth Bradley. Mr. Naramore succeeds Austin D. Barney, Farmington, who has resigned. Wallace Campbell, West Hartford, has been named to the committee, which is trying to raise a \$40,000 campaign deficit fund.

★ ★ ★

EXECUTIVES AND STENOGRAPHERS of the Waterbury Clock Company solved a labor shortage in the company's cafeteria on a recent Sunday by serving soup, sandwiches, pastry and coffee to 650 employees. Then they rolled up their sleeves and organized a "kitchen police" detail to wash and dry the dishes. The waiters were rewarded with one cent tips and a good time was had by all.

★ ★ ★

ABSENTEEISM SURVEYS are being conducted by Scovill Manufacturing in its Waterville and Oakville plants, also by Chase Brass and Copper. In the absence of statistics, the companies are not in a position to say what the effect of non-attendance at work has been. Instances where failure of workers to report has slowed production have been few and far between.

A "STAY ON THE JOB" drive is being conducted by the employees of Remington Arms. The drive, sponsored by the labor-management War Production Steering Committee, has been in progress for several months.

The objectives of the campaign are to reduce absenteeism to a minimum by overcoming underlying causes as far as possible. The support given by the workers is a fine display of patriotism.

★ ★ ★

EDWARDS & COMPANY, Norwalk, recent recipients of the Army-Navy "E", have now added the Maritime "M" and Victory Fleet Pennants to their mast. Ceremonies were held April 16. The company is one of the few in the country to be honored with both the "E" and "M".

★ ★ ★

SOME 5,000 holders of supplemental gasoline allotments no longer find it necessary to stand in line at the Hartford War Price and Rationing Board to get renewals as a result of a plan put into effect by the local board with the help of the transportation committees of war plants and public utilities in this vicinity.

Under the plan, according to Mrs. Eleanor B. Kennelly, board chairman, workers wishing to have renewals merely file applications with the committees in the plants which bring the forms in batches to the board office, secure the coupons book and distribute them to the applicants.

Keeping Up The Standard

... the standard of quality—printing, die making, gluing, folding—which Robertson customers have learned to expect, isn't as easy as it once was, with so many variable factors in the manufacturing picture of today.

But the old standard, which has built our business by pleasing particular customers, is ever in our thoughts as something to keep up. Making it a "must" brings the results desired.

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The Hartford Special Machinery Co.
Hartford, Conn.

CONNECTICUT MANUFACTURERS are now being offered, through the Bridgeport firm of Roper and Sutter, Inc., a new maintenance service in the form of a protective material known as Gilsonite Insul-Mastic. This new product, according to a statement by the manufacturer and supported by enthusiastic responses from users, is said to be an active waterproofing, rust-proofing and insulating material being used widely by oil companies, railroads, utilities, chemical industries and many other classes of establishments where iron, steel, brass, copper, galvanized iron, brick, stone, concrete, stucco, or wood needs a protective coating to prevent corrosion or decay.

Gilsonite, according to the manufacturer's literature, comes from Utah mines as a hard, brittle, lustrous asphalt and forms the base of the Insul-Mastic materials which are applied as a semi-plastic by pressure equipment chiefly to walls, roofs, oil tanks, railroad cars, and other equipment exposed to the elements.

Although Roper and Sutter, Inc., have been applying this protective material to residential buildings for some time, they have only recently entered the industrial field. Already, according to reports, a number of prominent Connecticut manufacturing plants have used the product.

★ ★ ★

CARL E. OMAN, 77, vice-president of the Smith and Winchester Manufacturing Company of South Windham, died recently at his home in Willimantic.

Born in Eskilstuna, Sweden, January 10, 1866, Mr. Oman arrived in this country in 1882 at the age of 16, lo-

cating in South Windham in 1899 where he became general superintendent of The Smith and Winchester Company. He was made vice-president of the company in 1905 and continued as superintendent and vice-president until his retirement in 1937.

★ ★ ★

AT A RECENT meeting of the Board of Directors of the Arrow-Hart & Hegeman Company, Haynes L. Everest and Percy C. Smith were elected directors. John R. Cook, president, reported net income for the company and its domestic subsidiaries for the year ending December 31 at \$743,349 compared with \$1,117,601 in the preceding year.

All former directors were re-elected as follows: Robert E. Buell, Samuel P. Williams, Arthur P. Day, Charles Welles Gross, John R. Cook, George S. Stevenson, William R. C. Corson, Thomas A. Inch, Samuel Ferguson, Mitchell S. Little, Harrison C. Bracken, E. Bosworth Grier, and Clayton R. Burt.

Officers were also re-elected as follows: president, John R. Cook; vice-presidents, Samuel P. Williams, Grosvenor C. Barry and Robert E. Carroll; treasurer, Thomas A. Inch; assistant treasurer, Leroy G. Stevenson; and secretary, E. Bosworth Grier. They also elected the previously mentioned vice-presidents, Everest and Smith.

Mr. Everest, who has been with the company continuously for thirty-six years, started with the Hart and Hegeman Manufacturing Company in 1907 but was transferred to the sales department of the Chicago office shortly afterwards. He later became Western Manager, a post he held for 6 years until called to Hartford in 1919 as General Sales Manager.

Mr. Smith's chief connection with the company was also through Hart and Hegeman, beginning in 1918. After the merger he became head of the Industrial Division in charge of development and sales of industrial apparatus. In 1937 he took over supervision of the engineering, testing, tool and drafting departments as director of engineering.

★ ★ ★

THE WAR INDUSTRY Publicity Committee under the direction of George Morrison, Advertising Manager of the International Silver Company, staged an exhibit from April 16 until April 30 at 45 Colony Street,

Meriden, showing women's part in war production. The exhibit, which was open each day from 9:00 until 5:00 p.m., included drill press, engine lathe, milling machine, turret lathe and drafting equipment—all being used by skilled female operators in Meriden shops. War products being produced in the area were also displayed together with pictures showing women working on vital operations in Meriden war plants.

A representative of the United States Employment Service was stationed at the exhibit to take registrations from women who showed an interest in war work.

★ ★ ★

ANYWHERE FROM several dozen to thousands of federal reports were filed by individual companies last year, while man-hours spent on this work as compared with peacetime experience has gained from 100 percent to 4,000 percent.

This was reported recently by the National Industrial Conference Board after a survey of business experience conducted to gauge the impact of government questionnaires on business.

The majority of companies, according to the survey, spent 1,000 man-days or more on this work in 1942, while reports of 5,000 man-days or more were not infrequent, with the highest figure received being 18,000 man-days.

Commenting on the results of the survey, the Conference Board said:

"The Office of Price Administration was the most frequently mentioned government agency which appeared to be asking for information disproportionate to its immediate interest in the particular field of production involved. A major criticism of all government paper work is that there exists too much overlapping and duplication of requests by various agencies. Questions are often regarded as immaterial and irrelevant. It was also said that sufficient care is not exercised in developing questionnaires and reports to fit the needs of a particular industry."

★ ★ ★

A BULLETIN has been sent out by Connecticut War Council to all plant protection chairmen stating that it appears advisable for each factory to have in its organization a bomb reconnaissance agent who should be designated at once.



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★ Since long before Pearl Harbor, while New England and the country have strained to prepare for the inevitable day of war, the entire Roger Sherman organization has worked at high speed to help obliterate bottle necks; to help in the construction of army and navy bases, new industrial buildings, and public utilities.

Working at top speed, much of the time on double shift, and many times around the clock, all hands,—operators, service men and foremen,—have proved that their training was well-grounded. And just as important to the success of their endeavors are the long-established traditions and proven methods developed by the Roger Sherman Transfer Company during 50 years of service to industry.

Employees of the Roger Sherman Company work together as a single, dependable, hard hitting unit, with all departments cooperating to the advantage of the customer. One small unit in a huge national army of war workers; but a perfectly trained unit that assures the best possible execution of the job at hand.

Whether that job is hauling heavy machinery or materials on trucks or trailers, whether it is rigging, steel erection or crane rental, the Roger Sherman crews can be depended upon to carry out their assignments safely and with dispatch. All equipment is carefully maintained,—all operations are insured from start to finish.

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TEL. 8-4153, 8-4154

Such agents are trained and registered with the United States Army, according to the bulletin, and are concerned with investigation of fallen bombs and not with their removal or disposal.

The first Service Command requires immediate notification of the presence of all unexploded bombs on any property, it is pointed out. Have such an agent in a company's employ would greatly facilitate reporting and early removal of unexploded bombs.

★ ★ ★

EDDY-RUCKER-NICKELS Company, management counsel, Cambridge, Mass., has just issued a new paper on "How to Plan Your Postwar Objectives" in which the following six basic steps are suggested:

1. Determine the relationship between your firm's sales and your industry's sales, and the national income in both good times and bad times.
2. Find your firm's expectancy of total employment and productivity per worker for each level of sales.
3. Determine what will be your firm's (a) annual cost of material, (b) value added by manufacture or processing value, (c) annual payroll, and (d) annual "asset value" of sales or the sums available for variable commercial costs, fixed charges and net

profit, at all levels of annual sales.

4. Budget sales by products or lines, and determine the seasonal and cyclical fluctuations which may be expected, with their effect on employment and payrolls.

5. Budget annual sales by sales territories in accord with the fundamental measures of demand for each product, at various levels of national income.

6. Determine the plant facilities and equipment, and your capital needs, for efficient operation at the several levels of sales and employment.

The completion of these six steps, it is said, provides postwar objectives for your firm, at levels of both high and low national income, and thus equips one to understand what problems are to be met during any kind of business conditions. There can be no emergency in a business when problems have been foreseen and measures provided to deal with them.

★ ★ ★

OFFICERS, trustees and directors of the Manufacturers Association of New Jersey have expressed "a feeling of profound loss" at the death on March 2 in Trenton of William C. Billman, secretary and treasurer of the Manufacturers Association of New Jersey, and president of the New Jersey Manufacturers Casualty Insurance Com-



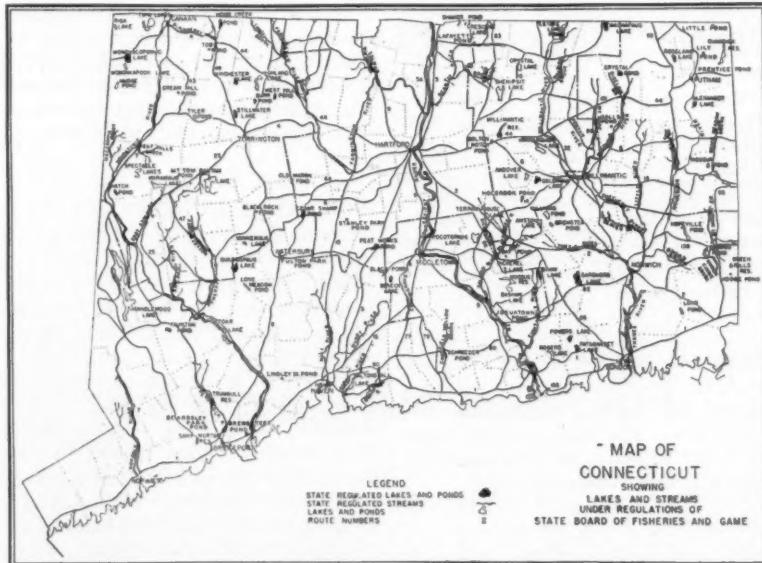
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ALLENS
*guard against
fastening failure*

The hollow screws that hold our fighting planes together are only as good as their *tbreads*. In landing gear, wing and fuselage assembly—in propellers, radio and navigation instruments, Allen precision threading is recognized as a guarantee of superior holding power.

Allen-perfected lead screw threading machines and the new, fully automatic "duo-process" ensure smooth, accurate threads positively maintained within high Class 3 tolerance limits. As Allen screws are driven home with the snug-fitting, internally engaging hexagonal keys, threads mesh with those of the tapped hole all along the line. Thus with every turn, friction—which is holding power—is tremendously increased.

Properly seated, Allen Hollow Screws offer the utmost resistance to shock and vibration.

Order only through your local Allen Distributor—the man who gets you the goods to the LIMIT of the supply!



ENLARGED COPIES OF THIS MAP, size 12" x 19", suitable for posting on bulletin boards in industrial plants, may be had by addressing the State Board of Fisheries and Game, Hartford. Map clearly shows lakes and streams under regulations of the board. Folders, for employee distribution, giving fishing laws and regulations are also available in limited quantities.

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pany, the New Jersey Manufacturers Association Fire Insurance Company and the New Jersey Manufacturers Association Hospitals Inc.

Born in Reading, Pa., on January 3, 1872, son of Washington D. and Joanna Billman, Mr. Billman was in his 72nd year. He began his business career in Reading. In 1911 he entered the employ of the association as a special representative and became secretary in 1913 and treasurer in 1933, serving continuously in those positions up to the time of his death.

★ ★ ★

CONVERSION of the facilities of Bigelow-Sanford Carpet Company, Inc., Thompsonville, to the manufacture of war materials for government use has reached a point where the company's principal activity, from the standpoint of dollar sales volume, is now in the production of such items, John A. Sweetser, president, has announced.

In addition to Army blankets, the company is making a large quantity of duck for the Army and some for the Navy, he stated. The company's machine shops are continuing to operate at full capacity on government orders.

★ ★ ★

FRANCIS C. LUCE, 46, member of the State Development Commission, died March 27 after a long illness at his home in Stafford Springs.

He is vice president, director, and manager of Cyril Johnson Woolen Company, member of Connecticut Manufacturers Association and National Association of Wool Manufacturers, vice chairman of advisory board of Stafford Springs Branch of Hartford-Connecticut Trust Company, trustee of Stafford Savings Bank and of Johnson Memorial Hospital in Stafford Springs.

★ ★ ★

NORMAN B. BERTOLETTE, president, Hartford Gas Company, has been elected president of New England Gas Association. His election took place March 18 in Boston at the association's annual business conference.

★ ★ ★

WALTON D. LYNCH, vice president, National Folding Box Company, New Haven, brings out the notable contribution the folding box industry has made to the war effort by convert-

ing from the use of packages made of critical materials to those made of non-critical material such as folding box-board.

Under this program the following savings were effected:

Some 215,000,000 pounds of metals, 750,000 pounds of glass, 256,000 pounds of cellophane and pliofilm, 12,000 pounds of rubber, 8,000,000 board feet of lumber, 1,900,000 pounds of metals from obsolete printing plates.

★ ★ ★

E. BIGELOW THOMPSON, New England regional director of the Office of War Information, announces that a branch office of OWI has been established at 119 Ann St., Hartford, in charge of Wendall A. Teague, formerly of the Hartford Courant. Manufacturers may obtain from the branch office factual information concerning all services of the federal government and the means of contacting any branch of the government.

★ ★ ★

ARTHUR E. RAYMOND has become factory representative for Write Inc., Bridgeport, manufacturers of carbon paper and inked ribbons. He was formerly a representative for Milprint Inc.

★ ★ ★

THREE NEW directors have been elected to the Board of Palmer Brothers Company at the annual meeting of stockholders in New London recently. They are Earl E. Bond of Earl E. Bond Inc., Hartford, Frank E. Lynch, Boston, and Morris David, New York.

★ ★ ★

HAYNES L. EVEREST and Percy C. Smith have been elected vice presidents of Arrow-Hart & Hegeman Electric Company. Mr. Everest has been with the company and its predecessors since 1907 and Mr. Smith since 1916.

★ ★ ★

ROYAL Typewriter Company, Hartford, is now engaged in making aircraft engine parts for Pratt and Whitney Aircraft Division, United Aircraft Corporation, and for other builders of the Pratt and Whitney Engine.

Theodore A. Wright, associated with United for the past nine years, is in charge of production at the Royal plant in the capacity of assistant superintendent.

THE BEST net income in 10 years was reported for 1942 by J. B. Williams Company, Glastonbury. Profit for the year was \$285,449, after taxes but before dividends, contrasted with \$27,440 in the prior year. Surplus was increased \$50,000 to \$1,584,884.

★ ★ ★

UNITED Illuminating Company, New Haven, reports net for 1942 of \$2,621,976 against \$3,132,164 in 1941. The report was issued jointly by James W. Hook, board chairman, and William C. Bell, president.

★ ★ ★

CONSOLIDATED net profit of United Aircraft Corporation for last year was \$17,096,841, or \$5.95 a share on the common, contrasted with \$16,721,381, or \$6.29 a share in 1941, when no preferred stock was outstanding.

★ ★ ★

ONE OF THE best sales years in its history was reported by Billings and Spencer Company for 1942 when volume increased 44 percent over 1941 and 208 percent over 1940. William A. Purtell, president, said net profit for 1942 came to \$222,982, or \$1.20 a share, compared with \$301,414 in 1941, or \$1.62 a share.

★ ★ ★

REDUCTIONS in insurance rates for commercial vehicles and an increase in rates on public conveyances have become effective in Connecticut.

The changes are:

A reduction of 20 per cent in the bodily injury liability rates for commercial automobile classes 4 and 5, including hired cars, non-ownership

A
Sincere Message

To Disabled and Incapacitated Ex-Service Men



We would like to help you fit yourself back into a happy productive life and we feel that perhaps we can help.

There are jobs open in our plant from time to time which you may be able to fill. Some of these jobs involve little activity, are only moderately manual, and are important.

Our desire to help you get "into production" is not based on sympathy or on a sense of obligation (as grateful as we are to you for what you have given our country), but on the cold, hard fact that we know you want to continue to work for victory. We and the country need your continued help.

We know, too, that your presence here will be an inspiration and incentive to us to give our best to war production.

Our Personnel Office is open from 8 to 12 a. m. and 1 to 5 p. m. Monday through Friday and on Saturday mornings. We shall be glad to have you or any member of your family come in and see Mr. Tribble, our Personnel Director. If you prefer to telephone in advance, our telephone number is 3-5258.

THE GRAY MANUFACTURING COMPANY

W. E. Daines
President

Plant and General Office, 16 Arbor St., Hartford, Conn.
New York Office, 230 Park Ave., New York City. 3-5258
Murray Hill 3-9772

GRAY MANUFACTURING, Hartford, recently ran this advertisement in the Hartford Times. Purpose of the ad was to offer disabled service men assistance in returning to productive work through use of the company's facilities. A copy of the ad was sent to President Roosevelt by Congressman Miller of Wethersfield who also read the copy to the House and placed it in the Congressional Record. Said Mr. Miller, "I call this advertisement to the attention of the House with the hope that other manufacturers will copy the idea. This is a problem which will soon have to be faced, not only by industry but by the federal government as well."



MORE PRODUCTION FROM TRAINED EXPERTS . . .

Experience and perfected facilities make it possible for us to furnish effective and experienced men who can immediately contribute to your production program.

- If you are in need of expert personnel in your engineering, manufacturing, production or accounting departments we are in a position to render aid.

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and FILES with steel

drawer bodies and suspensions

IN STOCK

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classes 1 and 2, and garage dealers, repair shops, service stations and storage garages.

An increase of 25 per cent in the specified car bodily injury rates for public livery, taxicabs and public passenger carrying buses.

★ ★ ★

C. J. SHERER, vice president and general manager, announces that an all-time record in production was made during the last fiscal year at Russell Manufacturing Company, Middletown. Output was more than double the peak volume reached during the First World War, it is said, and emanates in large part from products of the company's own origin. The company is engaged in war work.

★ ★ ★

REMINGTON Arms Company, Bridgeport, disproved the supposition that new employees necessarily increase industrial accident rates in reporting for 1942 the best safety record in the concern's 127-year history. Major injury frequency fell to 0.78 for the year, 40 percent less than in 1941, while employment for 1942 about doubled 1941.

WIREMOLD Company, Elmwood, has established its pension plan on a new basis, according to D. Hayes Murphy, president and founder of the company. Under the new set-up all employees with the company two years are eligible to participate in the plan, contrasted with the previous requirement of five years of employment before participation. The purpose of the pension is to give each worker at retirement age a monthly income which, with federal security benefit, will be the equivalent of 40 per cent of his earnings.

★ ★ ★

ALUMNI of the old Underwood Computing Machine Company met recently at the Garde Hotel, Hartford, and formed an organization which will meet every year from now on. Otto Thieme, former manager, came the longest distance, from Orange, N. J., to attend the meeting.

Edward Wild was elected president of the new organization; Charles Burns, secretary; Frank Bradley, treasurer; Carl Lindberg, Harry Frazer, Harry Johnson, Chris Nielsen, Daniel Walker, Arthur Sharpe and Willard Stewart, entertainment committee.

HARTFORD-EMPIRE Company, Hartford, through its subsidiaries, is taking rapid strides forward in the plastics field, F. Goodwin Smith, president, announces.

As an example of the advances being made, Mr. Smith cited Plax Corporation, a research and developing company, which, he says, has become the largest producer in the United States of certain plastic articles made from a special plastic material known as polystyrene.

The following list indicates the sources from which photographs, requiring credit were gathered:

Cover—Shad Fishing in the Connecticut River at Enfield. Dr. G. H. Ludins, West Hartford.

Page 6—(Blake) Bachrach.

Page 7—International News Reel Photo.

Pages 8 and 9—International Silver.

Page 13—American Photo News, New York.

Page 15—(Stanley) James Pickands II, New Haven.

Page 16—Morton Boardman.

Page 33—Morton Boardman.



THIS ILLUSTRATION was effectively used on the cover of a recent issue of the Scovill "Bulletin" with the caption "No Absenteeism Here". Official U. S. Navy photo.



EXPORT NEWS

By W. ADAM JOHNSON, *Manager, Foreign Trade Dept., and Manager, Hartford Cooperative Office, Bureau of Foreign and Domestic Commerce*

Editor's Note: Because the Reciprocal Trade Agreements Act expires, unless renewed, on June 12, 1943, meetings have been held by the Manufacturers' Association of Connecticut to determine the attitude of manufacturers in Connecticut toward the Act's renewal.

Likewise, the National Association of Manufacturers have held meetings in Chicago, Boston and Birmingham to get the national consensus on the subject. Following are the notes taken covering the Connecticut meeting which were read as a contribution to the Boston NAM meeting. Also reprinted is the statement issued by NAM expressing the beliefs voiced at their regional meetings.

THE Manufacturers' Association of Connecticut represents practically every manufacturer in the State, both large and small. Therefore, it is perhaps apparent that there is no complete agreement on the renewal of the Reciprocal Trade Agreements Act. As is well known in Connecticut, we manufacture cotton textiles, watches, hardware, typewriters, machetes, woolens, silks, machine tools, airplanes and implements of war. Regarding such a list, we must recognize that in this group there are many protagonists of high tariffs and others who believe that the reciprocal tariff idea results in greater general prosperity.

On Friday, March 5th, the president of this Association invited a group of executives interested in this matter to meet jointly with the Foreign Trade Committee of the Association at New Haven for a discussion of the problem.

President Fuller asked that we have an answer, if possible, to four questions as follows:

1. Should the Reciprocal Trade

- Agreements Act be allowed to expire?
- Should it be renewed for another three years' period without modification?
- Should it be renewed but modified by deleting the most-favored-nation clause?
- Should it be renewed but modified by requiring Senate approval of any treaties negotiated under its terms?

Of the twenty-nine men who attended this meeting, only one member felt that the entire program should be wholly scrapped. His counter-proposal was that a tariff commission be set up to specify tariff rates based on the formula of the standard of living. Such a tariff commission would become a Commission of experts similar to the Interstate Commerce Commission which now sets rates for passenger and freight interstate commerce.

Some members of the group were in favor of the Reciprocal Trade Agreements Act being renewed, but insisted that Senate approval be required and that the most-favored-nation clause be abolished.

Another group were of the opinion that the agreements should be renewed in their exact present form.

One of the biggest complaints of the policies now followed by the State Department negotiating these treaties was that it was impossible to learn in advance whether your product was under consideration when you received a notice of intention to negotiate. The fact that negotiations are conducted behind closed doors received much criticism. Criticism was also made of the State Department's policy of secrecy regarding the membership of the committee making the study.

Another objection was that while some countries with whom we have

negotiated reciprocal trade agreements required legislative action on their part, no such check or balance is permitted by our Senate.

One of those present stated that it was necessary for all of us to readjust our thinking from a state and national basis to one of world-wide scope. Distances are too short and travel too easy for us to continue thinking only on a national scale. The speaker represented an industry that had always fought for high tariffs and for the stifling of competition, whether it be in the domestic market or the foreign market. During the last few years his company has found, he said, that by being ahead of competition in style and design, they have been able to meet competition and, in his considered opinion, they would be able to continue to sell in the world market even though they were not protected by as high a tariff as had protected them previously.

Some members of the group were of the opinion that if the most-favored-nation clause of the agreements were abolished we would have only a bilateralism or barter system. Such a system would not admit of true international trade but only of trade between the more powerful nations and their satellites.

The only definite outcome of our meeting on March 5th was a recommendation to the President of the Association, Mr. Alfred C. Fuller, that he appoint a committee to study the question more thoroughly and, if found possible, to develop a statement of policy for the Association. Such a policy to then be submitted to the Board of Directors.

★ ★ ★

NAM "HEARINGS" ON THE RECIPROCAL TRADE AGREEMENT ACT

Following discussion of the viewpoints expressed at the "hearings" held in Chicago, Birmingham, and Boston as well as by letter, the following specific beliefs were expressed:

1. It is probable that we will have some kind of reciprocal agreements after the war is over.
2. Elimination now of the possibility of postwar reciprocal agreements would promote bad feeling against this country in other nations.
3. It is good economics to favor more trade between nations in the postwar years, without undue disruption of the domestic trade of any country.
4. Regardless of whether it is good economics or not, it is good national policy now

to declare that this country will make reciprocal agreements after the war is over.

5. If we should provide for the making of reciprocal agreements after the war is over, we should favor amendments to the present act. This point was carried after defeat of a motion favoring extension of the present Reciprocal Trade Agreements Act without amendments.

Following discussion of amendments which might desirably be incorporated in extension of the Reciprocal Trade Agreements Act, the following amendments were advocated by the Committee:

A. After any product is first put on the dutiable list there should be no reduction of duty except by Congress for five years thereafter.

B. It should be provided that if Congress declares any industry essential to national defense, no tariff reduction through a reciprocal agreement should exceed in any one year one

tenth of the maximum permissible reduction under the Reciprocal Trade Agreements Act.

C. It should be provided that every agreement should stipulate that its benefits would be denied to countries whose currencies fluctuated in terms of the dollar by more than a specified percentage during any year, which restricted exchange transactions between itself and the United States after the agreement was made, or which subsequently confiscated American property.

D. Protection should be given American industry, labor and agriculture from dumping and other destructive foreign competition of nations employing forced labor, depreciated currencies or similar means to undersell our domestic market.

E. Congress should request the Tariff Commission to start as soon as feasible study of the economic effects of the Reciprocal Trade Agreements with particular reference to

the conditions which exist after hostilities cease, and to report to Congress concerning them once a year after hostilities cease.

F. It should be stipulated that postwar American foreign trade would be in the hands of private enterprise rather than conducted by government agencies.

G. The preamble of the Reciprocal Trade Agreements Act should include a statement that it is not contemplated, nor is it considered feasible, to approximate total free trade between the United States and other nations.

H. Those negotiating reciprocal agreements should be instructed to carefully consider in connection with any agreement the economic effects of the most-favored-nation clause in respect to imports from third countries.

I. Those responsible for administration of the Act should be required to move promptly to protect American interests against any violations of the provisions of agreements.

SCHEDULING MACHINES FOR MAINTENANCE AND MAXIMUM USE

PREVENTIVE maintenance was stressed by Harold V. Coes, president, American Society of Mechanical Engineers, in an address on "Scheduling Machines for Maintenance and Maximum Use" given Mar. 15 before the Hartford Section of the Society at the City Club, Hartford.

The need for preventive maintenance was never greater than it is today, he said, because current conditions such as the 168-hour week, green operators, inexperienced oilers and repairmen are creating real problems as management strives to keep production equipment not only in continuous service but also in maintaining the accuracy and precision of machines.

The speaker then went on to say that the essential basis for preventive maintenance is planning and scheduling repairs, major overhauls and rebuilding. He advised the keeping of machine repair records because through the use of such records recurring difficulties and failures can be logged and the information used for the following useful purposes:

1. Permits the essential steps to be taken to anticipate failures and provide for them.

2. Provides the data to enable the selection of proper lubricants and coolants and oiling routes, schedules and practices.

3. Provides the information as to whether the machine is being operated to the best advantage or beyond its

sustained capacity.

4. Aids in determination of the changes that should be made in the design of the machine when similar machines are to be purchased later or for postwar operations.

In the absence of such records, however, Mr. Coes suggested periodical inspection of critical wearing and moving parts by electrical and machine specialists, maintaining that these men can provide much of the essential information as to the appropriate time the machine is likely to require repairs and replacement. Even when suitable records are available, he held, information supplied by them should be supplemented by periodic inspection and examination.

Armed with machine repair records and information resulting from periodic inspection, Mr. Coes said the plant manager, plant engineer, shop superintendent and superintendent can jointly consider the condition of each piece of equipment and decide what should be repaired and when.

The speaker described the experience of a large manufacturer who operates about 6,000 machine tools representing about 75 different types and makes of machines. This company's maintenance experience through wise organization and specialization, he asserted, has resulted in never more than 15 machines out of the 6,000 being down for repairs at any one time—"a very good record."

On account of the unusual conditions under which many machines are operating, the speaker called attention to the fact that proper lubrication and suitable lubricants and coolants are more important than ever today.

"If you do not have a lubrication engineer on your staff," he advised the meeting, "it will pay to obtain the service of a specialist in this field, or the services of one from a well known and reliable oil company, if you are experiencing lubrication troubles."

That proper handling of the lubrication factor will pay high dividends was indicated by the society president who told how one manufacturer since establishment of oiling schedules has cut the average maintenance cost per machine by 6 percent.

In conclusion, Mr. Coes said the principles of planning and scheduling production are well known, highly developed and are applied to suit the conditions prevailing in a particular plant. These same principles, techniques and practices can be modified and applied to the control and scheduling of maintenance and repair conditions.

Curiously enough it has not been generally recognized that this can be done except in the case of far-sighted, progressive management, said the speaker, as he concluded with the criticism that "the idea is too frequently dismissed by management as just so much more paper work."

TRANSPORTATION

By N. W. FORD, *Traffic Manager*

Advance Purchase of Railroad Tickets: The O.D.T. Division of Traffic Movement had called attention to a growing practice among industries of making substantial advance purchases of railroad tickets and Pullman accommodations on a sizable scale in anticipation of their needs. Upon the day of departure of the train, the space not needed is then surrendered, sufficiently in advance to secure full refund. This practice frequently results in passenger trains leaving terminals with unsold space notwithstanding the fact that previous requests for space by other persons desiring transportation has been refused. It is urged that such practice be discontinued, particularly in view of the growing shortage of passenger space.

★ ★ ★

Contract Carriers not Required to Absorb Transportation Tax: According to ruling of the O.P.A., contract carriers are not required to absorb the 3 per cent transportation tax. "Contract carriers," OPA said, "like every other person engaged in the business of transporting property for hire may treat this tax as though it were an increase in freight rates."

★ ★ ★

I.C.C. Studies to be Submitted to Senate: The Interstate Commerce

Commission was directed by the Transportation Act of 1940 to make an exhaustive study of the cost of transportation throughout the nation, but this Act did not require the Commission to file its report. The Senate has approved S. Res. 119, directing the I.C.C. to file with the Senate as soon as practicable such of the studies of its cost finding experts as may now be suitable for publication in documentary form.

★ ★ ★

I.C.C. Issues Regulations for Rate Conferences: Regulations for rate conferences were recently filed by the Interstate Commerce Commission. The Attorney General has been advised by WPB Chairman Nelson that he approves joint action by common carriers or freight forwarders of their respective representatives through rate bureaus, rate conferences, or other similar carrier or forwarder organizations in the initiation and establishment of common carrier and freight forwarder rates, fares and charges, and carrier and forwarder regulations and practices pertaining thereto if the action taken is subject to the I.C.C. regulations.

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Multiple Carloads—Demurrage: The Demurrage Section of the Association of American Railroads is arrang-

ing to amend Demurrage Rule 7 to provide that "When a car is held for loading two or more minimum carload shipments by more than one consignor at the same station, demurrage rules will be applied the same as if the shipments had been loaded in separate cars and each consignor will be allowed a total free time of forty-eight (48) hours (two days) for loading free of interference by the other consignor or consignors."

In view of the fact that ordinarily demurrage is a per car charge, this additional language is necessary. Each consignor should be allowed a total free time of 48 hours for loading, free of interference by the other consignor or consignors.

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Regulation of Freight Bureaus by I.C.C. Proposed: S. 942 has been introduced by Senator Wheeler, Chairman of the Senate Interstate Commerce Committee. This is to amend Section 6 of the Interstate Commerce Act so as to place rate bureaus and rate conferences of common carriers in all fields of transportation, except air, under the control and supervision of the I.C.C.

★ ★ ★

Try-Out of Rail-Truck Plan in Boston and Chicago: It is reported

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that the Office of Defense Transportation contemplates a regional try-out of the mileage limit on motor truck hauls in the Boston and Chicago areas. This would be in place of the original proposal of a 300-mile limit on truck-hauls and a 50-mile minimum for railroads in certain kinds of freight, applicable to the whole country. If the rail-truck coordination ideas as a localized experiment accomplishes the desired results, it will presumably be extended to other areas.

The railroads, under this plan, will not be permitted to make terminal area shipments when trucking equipment is available to handle the load. Certain exceptions will be made to this rule in cases where the bulk commodities, such as coke, sand, gravel or grain, can best be handled by the railroads.

The American Trucking Association and the Association of American Railroads have set up co-ordination committees, with ODT sanction and co-operation, to confer on ways and means to bring about the most efficient utilization of the facilities of the two branches of Transportation. It has seemed to these committees thus far that if the length of the haul is to be governing it should be on a regional rather than on a nation-wide basis.

★ ★ ★

Report of Board of Investigation and Research: A summary of a study of interterritorial freight rates made by the Board of Investigation and Research has been transmitted to the President and Congress. Among the conclusions arrived at by the report are the following: Existing differences in class rate levels in different rate territories are greater than can be justified by differences in transportation costs. The composition of traffic in various regions does not justify regional differences in such class rate levels. Difficulties over interterritorial freight rates are caused principally by existence of differences in levels and structures of intraterritorial rates within the major rate territories, and further a uniform freight classification should be established for general application throughout the entire United States with opportunity to use classification exceptions in areas where clearly justified. The majority further recommended that the Interstate Commerce Act be amended to provide for the establishment of uniform classification of freight and uniform class rate scale and to enter upon hearings directed to that end.

Commission Dismisses Complaint in Docket No. 28504: The Commission has entered an order dismissing the complaint in Docket No. 28504, Baltimore Steam Packet Co. et al vs. Alabama Great Southern et al., seeking the prescriptions of joint through rail-ocean-rail rates from origins in New England and Trunk-Line territories to destinations west of the Mississippi River. This was done concurrently with the issuance of special permission to publish a new system of joint proportional class rates from north Atlantic ports to Western Trunk Line territory, applicable via Hampton Roads and South Atlantic ports, in lieu of the present "proportional rate basis plan".

Under the new arrangement, relief is extended on condition that the tariff be filed with the Commission in sufficient time to permit of at least sixty days' notice prior to its effective date.

itching to get into the fight. A great many of them have very successful careers in executive and management positions. They would make excellent office managers and can handle purchasing, correspondence, detail, priorities, and telephone work, leaving the actual producing to those with the skills necessary.

★ ★ ★

PRODUCTION MEN organizing new or larger time study departments, should consider upgrading female machine operators of high intelligence. Candidates of this type are more familiar with factory work and can adapt themselves more readily than trainees, new to the factory, even though they might be of college grade. This has been the experience of Wright Aeronautical as reported in **EXECUTIVES**, published by the Metropolitan Life Insurance Company.

★ ★ ★

PERSONNEL SQUIBS

ATTENTION SHOULD BE CALLED to the feasibility of hiring women in plant protection positions. They can be used very well in identification work, inspection, factory gate surveillance, and daytime patrol. We know of one firm in Connecticut which could use women as factory guards very effectively. The firm employs 2400 people of which 1300 are women.

★ ★ ★

WILDFOWLER DECOYS, INC., of Saybrook, formerly made wooden duck decoys and wood carvings. At present, they are manufacturing gun stocks for military rifles. E. H. Mulliken, president, is experimenting with a group of older unemployed men who have had experience in woodcraft. This type of war worker will not require any training and necessitates very little rehabilitation, if any.

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ALONG THIS SAME VEIN, it is suggested that the smaller machine shops consider employment of older men, many of them retired, who are

TWO GREATER HARTFORD WOMEN, Mrs. Vera Osbeck, and Mrs. Ann Bacis, demonstrated recently that housewives require only a minimum of training to fit them in positions vital to the war emergency.

After three days of machine shop training at the State Trade School, both women were turning out finished parts. The machine tools used were a turret and spindle lathe.

★ ★ ★

IMPORTANCE OF WOMEN COUNSELORS in reducing war plant absenteeism is felt at the Aluminum Company's plant in Cleveland. The job of the counselor is to make the women workers feel that they have at least one patient, understanding friend to consult. Too often in the rush for production, heartache and worry of the individual are overlooked. Confidence in an understanding woman, the counselor, makes the workers feel better and permits them to concentrate more on their jobs.

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PERKIN - ELMER CORPORATION, Glenbrook, manufacturers of precision optical products for Army and Navy use, and recent winners of the Army-Navy "E", have erected a new modern plant in Connecticut, after having been located in New Jersey for many years. The firm's personnel has grown to over 200 people.

A feature of their industrial relations program is the daily trip of a coffee wagon around the plant. At a specified time every morning, a woman assigned full time to the job wheels a coffee and doughnut wagon around offering these "picker uppers" to everyone, free.

★ ★ ★

WITH TRANSPORTATION OF WAR WORKERS placing heavy burdens on their personnel and equipment, bus company management is evidencing rare ingenuity in meeting the challenge. The Connecticut Company are using display advertising in newspapers, USES, and the efforts of employees themselves to secure new workers.

In transportation work, the prospective employee should have no fear of the essentiality of his occupation. Selective Service is gradually taking all the vulnerables, however, and women are being engaged in greater numbers as clerks, information clerks, car washers, shop helpers, and gasoline pump operators. There are few, if any, women drivers yet.

CRIMINAL LOSS COVERAGE

(Continued from page 7)

No review of policies applicable to industry would be complete without mention of the Comprehensive Dishonesty, Disappearance and Destruction Policy. Under one contract it combines, on an optional basis, Fidelity, Disappearance and Destruction of Money and Securities (including Burglary and Robbery) and Forgery Insurance.

Also obtainable are the selective fidelity bonds previously referred to. These cover individuals or may cover a selected list of employees, designated either by name (in the Name Schedule Bond) or by position (Position Schedule Bond). For obvious reasons none of these gives the full protection of the blanket bond which covers all employees.

Depredations caused by enemy bombings are justifiably considered criminal and so should come under a review of criminal loss coverage. To plug a loophole left uncovered by former War Damage Insurance, the War Damage Corporation now offers a

Damage and Destruction of Money and Securities Policy. Only made available December 21, 1942, this policy is underwritten by the War Damage Corporation and is marketed through agents and insurance companies just as other War Damage Insurance is. Providing coverage of a character not previously available, the new policy enables businesses to protect themselves against direct loss of money or securities from enemy action or from action of our own military forces in resisting enemy attack.

TRAINING PROGRAMS

(Continued from page 11)

From these few "J.M.T. plants", such results as the following, greatly briefed in this article, are typical of the several hundred already reported: "It required three hours to make this repair by a skilled machinist; in doing this now, it requires only three minutes for the toolsetter, on the operation, to make the repair."

"It formerly required 25 men, working three hours a day, to fabricate material, cut angle irons, notch and drill holes. This was hand labor which utilized valuable manpower and tools. The Guard Engineer of this job proposed a solution which has made an annual saving of 15,000 man-hours, plus many valuable tools."

"The foreman proposed putting this simple method into effect, and it was possible to free three men and nine women for more important duties."

Proposals such as these are the stock in trade with every in-plant group in Job Methods Training. They are not the exceptions but almost the commonplace. "Translate them anyway you will," stated Mr. Whitehill, "they all add up to immediate savings of machines, materials and manpower and of that equally precious element, time."

Job Relations Training, the third streamlined package of T.W.I. has just made its debut nationwide. Connecticut scored "a first" in that the J.R.T. Trainer Institute completed in Bridgeport on March 12th, including representatives from General Electric and Remington Arms and U. S. Electrical Motors, was the first such Institute in the country following the official release of the program.

J.R.T., regarded by some competent observers as the most important develop-

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ment of the war in labor relations, takes as its theme, "a supervisor gets his results through people" and "people must be treated as individuals". The second J.R.T. Institute in Connecticut and in New England, completed on April 21st, included representatives from Pratt and Whitney, Division of United Aircraft, Fafnir Bearing Company, Remington Arms and General Electric. Again, the T.W.I. staff is under pressure to fill requests for its third program, Job Relations Training.

Training-Within-Industry programs are available without charge, to all war production plants and essential industries, and while primarily intended for factory supervision, it is of more than common interest, that hospitals in Hartford, New Haven and Bridgeport are now actively participating in Job Instructor Training under the direction of certified WMC trainers from local industries.

Training - Within - Industry Headquarters, to which inquiries may be addressed for District No. 2, Connecticut and Rhode Island, are located at 152 Temple Street, New Haven. Tel. 6-5186, A. E. Whitehill, District Representative.

"RES JUDICATA"

Legislative Changes In Labor Laws

UNEMPLOYMENT COMPENSATION: In this field the procedure of the Labor Committee was to report all bills unfavorably and present a committee bill which incorporated some of the proposed amendments. Briefly the changes are as follows:

1. A repeal of the privilege of the administrator to waive the charging of a compensable separation.

2. Removal of possibility of a claimant being subjected to the requirement of three waiting periods during any benefit year (now only one waiting period in the benefit year will be necessary).

3. Liberalization of eligibility conditions so that termination of employment by reason of governmental regulation or statute will not render the person ineligible for benefits.

4. Additional powers granted to the administrator in respect to the making of reciprocal agreements with any other state or the United States, the effect of which will be to secure benefit rights to persons who may claim benefits in a state other than Connecticut, although his accrued rights arose from employment in this state. Conversely, such agreements would allow a person to receive benefits in Connecticut although his accrued rights arose out of employment in some other state.

5. Raising the required size of the

fund for merit rating purposes from \$25,000,000 to 1 1/4 % of the preceding three-year payroll, which at the end of this year will mean a figure approximately \$50,000,000. (This change is not immediately important as the fund at the end of this year will be approximately \$120,000,000.)

6. An increase in the maximum benefit rate from \$20.00 to \$22.00 but with the same maximum durational period of eighteen weeks. (This involves a new schedule and the requirement for receiving \$22.00 is an average weekly wage of \$43.00.)

7. A change in the required size of the fund in respect to the top, middle and low benefit schedules, and the low, middle and maximum contribution rate from \$40,000,000, \$25,000,000 to \$40,000,000 and less than \$25,000,000, respectively, to 2%, 1 1/4 % to 2%, and less than 1 1/4 % of the three-year payroll.

An entirely new section proposed by the Association has been adopted, the purpose underlying it being protection of the solvency of the fund in times of widespread unemployment. This provision would condition the payment of either the low, middle, or top contribution rate and, conversely, the high, middle, and low benefit rate not on the size of the fund for a full year's period, as has been the case, but on the size of the fund at the end of

any of the first three quarters of the calendar year.

Thus, if the fund, although in excess of 2% of the three-year payroll at the end of the year, consequently warranting the lowest tax rate, fell below 1 2/3 % of the three-year payroll at the end of the first quarter, the employer's contribution rate would automatically be based on the middle contribution scale until the end of the first quarter in the following year, and such change in the contribution rate would become effective at the end of the calendar quarter next following the calendar quarter at the end of which the reduction in the size of the fund took place, that is, in this case, beginning in the third quarter. If, however, at the end of a calendar year the fund is between 1 1/4 % and 2% of the three-year payroll and at the end of any of the first three quarters of the calendar year following is reduced to less than 1% of such payroll, the contribution rate beginning at the end of the calendar quarter next following the calendar quarter at the end of which the reduction took place shall be for all employers 2.7% through the first quarter of the following year, and the lowest benefit rate shall be in operation. Consequently, the contribution and benefit rate will not be frozen for a whole year, despite the size of the fund, as was previously the case.

★ ★ ★

WORKMEN'S COMPENSATION: The Labor Committee in respect to this field likewise reported all bills unfa-



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vorably and presented a committee bill which was labeled as a substitute for H. B. 66. The important changes are as follows:

1. An increase in the maximum benefits rates from \$25.00 to \$30.00 per week.

2. A repeal of the provisions concerning the time limit respecting inability to work and notice to the employer in hernia cases, thus putting such injuries on the same basis as any other.

3. An extension of the durational periods in certain specific indemnity cases as follows:

- a. Loss or arm, or loss of use of arm, extended to 275 weeks.
- b. Loss of hand above the wrist, or loss of use of hand, extended to 208 weeks.
- c. Loss of, or loss of use of thumb, extended to 75 weeks.
- d. Loss of, or loss of use of first finger, extended to 48 weeks.
- e. Loss of, or loss of use of second finger, extended to 38 weeks.

4. Increase in burial fee from \$200 to \$250.

In regard to other proposals involving labor measures such as minimum wage acts and state labor relations acts, it is assumed at this time that they will be reported unfavorably.

PRESS COMMENT

BRIDGEPORT POST quotes Henry J. Kaiser, famed West Coast shipbuilder, as saying that he believes absenteeism should be cured by getting down to the cause of it and not merely by denouncing workers. This view is endorsed by the paper which continues:

"Some of the most successful plant managers in our very busy war community have attacked the problem much as Kaiser suggested, by trying to improve transportation, to find better housing for workers, to help women with children solve their individual problems and to eliminate the perfectly natural and normal causes of a higher percentage of absenteeism among employees who are new to factory work, who are making adjustments in their personal lives and whose problems cannot be solved by calling names or appealing to their patriotism."

THE BRIDGEPORT POST also comments on the war philosophy of Herman W. Steinkraus, president, Bridgeport Brass Company, which follows in part:

"I will keep so busy doing my level best that I won't have time to worry about things I cannot help, to grumble about things I do not fully understand, and to impede the war effort by failing to use all of my energy in my own task."

To this philosophy the paper adds its own views:

"The man who aids the war effort in every way finds his minor worries and discomforts falling away from him. His conscience is at rest and confidence replaces distrust and anxiety."

★ ★ ★

A RECOMMENDATION of the National Resources Planning Board that government become a permanent partner with business in certain industries brings forth from the Manchester Herald this expression:

"The 'red flag' in the reports of the National Resources Planning Board is merely one more warning of what is likely to happen unless business itself shoulders the responsibility for post-war production.

"The best answer business can make is guarantee of its own ability and willingness to get along without the partnership of the government.

"One way or another the job of providing employment and guaranteeing a production of plenty will have to be done."

★ ★ ★

IN THE OPINION of the Ansonia Sentinel one of the first requisites of sound postwar planning is sound taxation. In regard to this matter the paper declares:

"When peace comes, industry must have cash reserves to remodel factories, to fashion a better civilization. If taxes take all the profits, there will be no reserves.

"The big problem of Congress in 1943 is taxes. In the wise solution of that problem will lie the success or failure of plans for peace."

★ ★ ★

NEW HAVEN REGISTER takes the report of the Connecticut Public Expenditure Council Inc., which shows that state expenditures are increasing sharply, and asserts:

"What is the outlook for the post-war period when revenues melt away

like snow under a March rain? 'The experience of Connecticut and other states in the last depression,' notes the survey report, 'proves beyond doubt that large reductions in expenditures are impossible of achievement under adverse economic conditions. There is little likelihood that expenditures would or could be adjusted to any sudden and sharp decline in state revenues which may again be experienced in some postwar period.'

"State expenditures now are being related to wholly exceptional, inflated revenues. They are not being adapted to a normally expectable level of receipts. If they are impossible of being brought down, once they have been put up, can the citizen entertain today the slightest doubt as to the task for which he is being nominated?"

★ ★ ★

THE HARTFORD COURANT comments on the attempts of labor unions recently to prevent Capt. Edward B. Rickenbacker from speaking as a guest before a joint session of the New York Legislature.

The Courant points out that these efforts to muzzle free speech failed and then went on to say that Rickenbacker spoke to a crowded chamber and he made it abundantly clear that, coming up from the ranks as he had come, his sympathies are wholly with all the legitimate aspirations of labor.

But he spared no words in denouncing labor racketeers, absenteeism, slowdowns, intimidation, coercion and all other means that might be employed to the detriment of our war efforts, states The Courant. "He said nothing that honest labor could not fully endorse. Yet an attempt has been made to deny him the right of free speech in behalf of a cause to which the American people have dedicated themselves and all their resources."

★ ★ ★

THE NORWICH RECORD gives its stand on postwar international trade by saying:

"Moderate tariffs presumably will still be necessary, to safeguard crucial industries and as a convenient way to supplement direct taxes in meeting government expenses. But statesmen and businessmen alike are coming to realize that there is more benefit all around in encouraging international trade than in forbidding it—that properly handled, trade makes trade, promotes good will, and results in a more peaceful and prosperous world."

WATERBURY REPUBLICAN quotes the New York Herald Tribune to the effect that the true cause of absenteeism lies in high wages paid to labor. With rationing cutting down sharply the amount of goods available for purchase with fat pay checks, the principal remaining luxury to buy is leisure. So the wage earner buys that.

"Surely this has the ring of logic," asserts the Republican. "And though studies of absenteeism may produce other contributory causes, there is no ducking the fact that here is the crux of the situation, reluctant as some quarters may be to admit it.

"And what is the corrective? The Herald Tribune believes we shall find it—must in the long run find it—in a national service act, similar to the legislation that all other major belligerents have been obliged to adopt."

★ ★ ★

NEW LONDON DAY sharply criticizes the CIO "soak the rich" program of suggested taxation whereby tax burdens on workers receiving less than \$3,000 a year would be greatly lightened and taxation on those with earnings above that figure increased.

"It is questionable whether many who espouse these Socialistic or Communistically-inclined theories ever reason the proposals through to their logical conclusions," the Day maintains. "And one may doubt, very seriously, that present trends in altering our basic form of government lead toward more liberty, rights of individual enterprise, etc. They lead straight toward regimentation of the individual and a top-heavy bureaucracy, which quite likely will be a crushing burden of itself."

★ ★ ★

PASSAGE of the Hobbs Bill to bring labor unions under the provisions and penalties of the Anti-Racketeering Act of 1934 is favored by the Hartford Times which declares:

"While it is true that labor has responded well to the call of the nation it is also true that a comparatively small group of labor executives are racketeers, who have escaped prosecution because of inadequate laws. Labor and the public would be safeguarded by legislation which would make it possible to prosecute gangsters who have made a racket out of what should be a movement for the protection of labor."

★ ★ ★

NEW YORK TIMES feels that the manpower situation in Washington and been thrown into complete confusion and declares:

"Nothing is being done to meet a dozen different problems fairly and squarely.

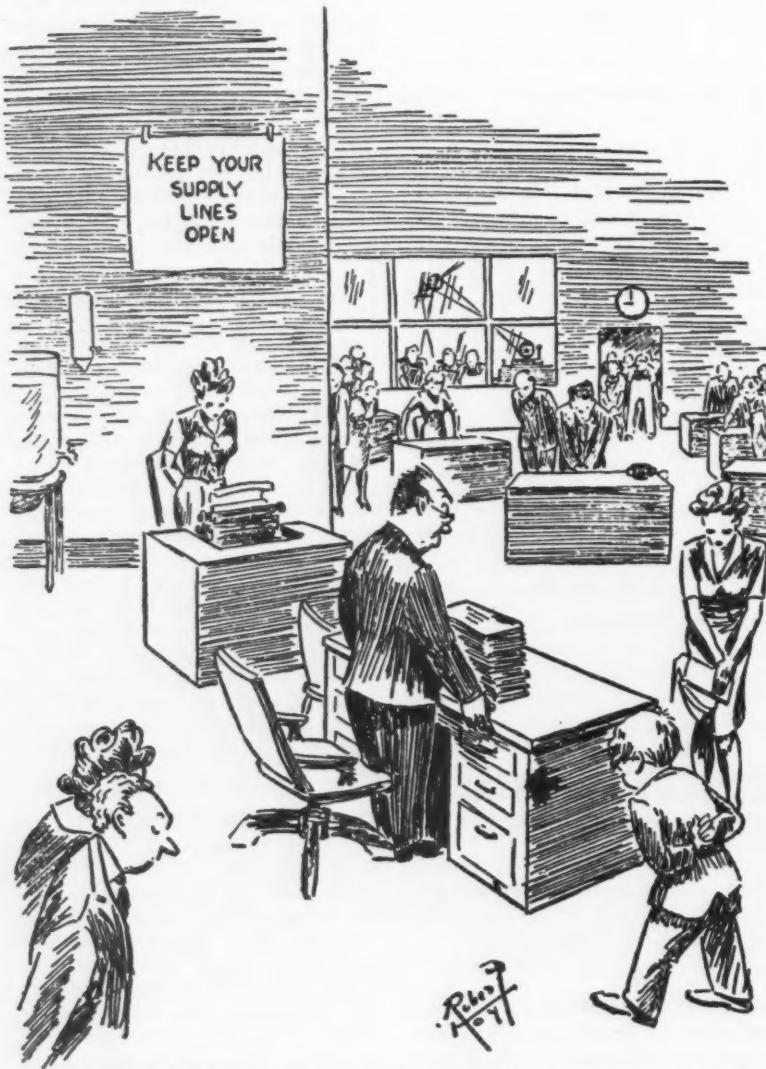
"Nothing is being done to get rid of the innumerable 'featherbed' restrictions which continue to waste millions of hours of manpower.

"Nothing is being done effectively to lengthen the working week in the non-war industries.

"Nothing is being done to take advantage of the system of incentive wages, based on increased individual output, which has worked so well in wartime England.

"On the question of a wartime National Service Act the Administration gives the appearance of being utterly incapable of making up its own mind, with Secretary Stimson strongly supporting such a measure, Mr. McNutt as strongly opposing it and the President keeping his own thoughts to himself.

"We are still fighting the war without throwing our full strength into it."



(Courtesy The Thomas & Betts Co., Inc., Elisabeth, N. J.)

"Before opening the mail, let us pause the usual two minutes in silent prayer for strength to face the day's new forms and requirements."

MINERAL CONFERENCE

(Continued from page 16)

alloys weigh 40% less than those of aluminum, and that at present prices it was cheaper than aluminum as a structural material. He also informed the Conference that the magnesium industry had recently expanded more than 50-fold, and that after the war the nation's capacity for producing magnesium would more than double the total aluminum production of 1939. "A peaceful world," said Dr. Pidgeon, "with a new outlook on wasteful dead-weight, will turn to this lightest of all commercial metals."

The importance of new developments in the field of ceramics was discussed convincingly by Dr. J. C. Hostetter, vice-president in charge of Research, Hartford-Empire Company. Dr. Hostetter illustrated his paper with more than 50 products developed by his company which are now being made from glass.

Silica and other raw materials entering into glass manufacture exist in commercial quantities in Connecticut and are being utilized by affiliates of the Hartford-Empire Co. In this connection, it can be stated also that Connecticut possesses quantities of high-grade feldspar, kaolin, quartz, mica and other minerals essential to the

production of high refractory products, porcelains, crockery, etc.

Governor Baldwin in addressing the evening session of Conference expressed the view that "the people of Connecticut have always been great workers in metals, and even today are doing new things in that field. They have, however, been handicapped by the need for going elsewhere for raw materials. Therefore we all have a tremendous interest in developing the mineral resources of our state. I believe they have great possibilities not only during these times of war, but in the times of peace which will follow. What we have been discussing here today will aid in both those efforts."

The main speaker at the evening session, presided over by Mr. Theodore H. Beard of the Commission, was Mr. Herman Brassert, internationally known iron and steel engineer, and originator of the Brassert "sponge iron" process. Mr. Brassert traced the history of iron making in Connecticut and expressed the conviction that "with modern transportation and technical methods, and all the advantages of modern science, Connecticut should be able to revive its old iron making industry and develop it to give highest quality specialty steels to its machine tool and other industries requiring this metal. "The Lake Superior ore regions," said Mr. Brassert, "are beginning to show signs of exhaustion and who knows but what iron deposits of Con-

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necticut and neighboring states, which once were the chief sources of iron in this country, may again become important not for ordinary products but for the finest uses to which iron and steel may be put."

The following committee assisted in organizing the Conference:

Alfred C. Fuller, President, Manufacturers Association of Connecticut, Inc.; Clayton R. Burt, Pres. Pratt & Whitney Div., Niles-Bement-Pond; Fred Orr, Exec. Vice-President, Connecticut Chamber of Commerce; John Bardill, Regional Engineer, Bureau of Mines, Department of Interior; John West, Industrial Executive, New England Council; Robert Redwine, Industrial Executive (Rep. Governor of No. Carolina); Ronald Peterson, Division of Commerce, State of New York; Edward Ellingwood, Industrial Dir., New Hampshire Planning & Dev. Comm.; Clarence E. Gordon, Chairman Mass. Mineral Resources Committee; Clifton Lovenberg, Industrial Dir. Rhode Island Industrial Commission; Nicholas Rago, Deputy Attorney General, State of Connecticut; Allen Forsberg, Economist Steel Shortage Investigation Comm., Washington, D. C.



MINERALS CONFERENCE-GOERS inspect display of more than 50 products now being made of glass by Hartford-Empire. Dr. J. C. Hostetter, vice-president in charge of research for the company, arranged the display and discussed important new developments in the field of ceramics.

BUSINESS PATTERN

THE index of general business activity in Connecticut in March rose 4% over February to an estimated 114.9% above normal. The United States index continued to rise and at 38% above normal increased 1% over the previous month.

The index of non-agricultural employment in Connecticut stands at an estimated 93% above normal in March. This gain of 1.2% over February almost restored the index to the previous peak recorded in January of this year. While physical volume of employment was not nearly as great as in past months, it was, nevertheless, significant that layoffs which had been accelerating since December of 1942 fell off sharply in March. That there should be this evident decline in layoffs in the face of changes in productive trends which are still under way is worthy of note. This stabilization was the result of careful and cooperative planning. For example, one large plant which has passed the period which

had required round the clock output adjusted its work week to a two-shift basis but did not release employees until another plant in the area was able to engage each displaced worker. Another plant which had also reached its peak effort has rearranged its production to include not only the item of armament it had been producing but the equipment necessary for a process it has developed for compressing food after dehydration. It is claimed that this process will achieve savings over and above that of the original dehydration varying from 30% to 80% for different types of foods.

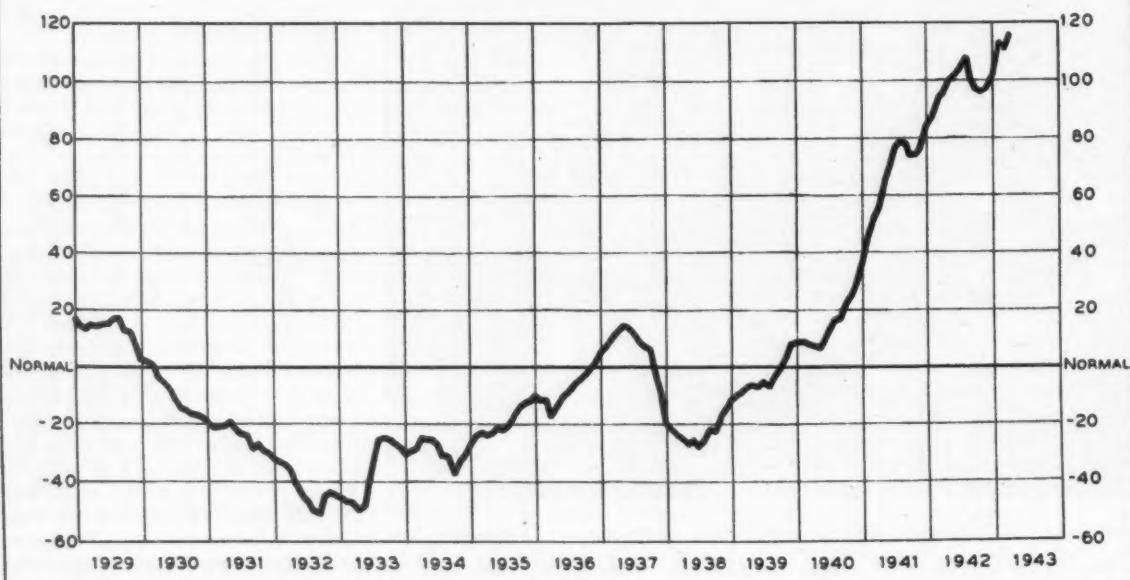
The index of manhours worked during March in Connecticut factories reached a new high estimated at 162% above normal. In the Hartford County area embracing Hartford, New Britain and Bristol hours worked per employee in March averaged 50.1, the first time the 50 hour mark has been passed for that area.

Data released by the Unemployment

Compensation Department indicates that individuals from every state in the Union as well as Hawaii and Alaska are to be found working in Connecticut plants. The report states further that a check of social security numbers assigned to other states discloses that 250,000 out-of-state workers are currently engaged here and form almost 1/3 of the present total labor force. Greatest representation is shown for New York, Massachusetts, Pennsylvania, Maine and Rhode Island in that order. Workers from these states account for 74% of the out-of-state total.

In March the index of freight shipments originating in eight Connecticut cities rose above the July, 1942 peak to an estimated 79% above normal. Gains, which were sizeable for all cities, averaged 15% above February. As production goals are now being met and passed, a review of the New Haven Road's participation in this war and the last offers several interesting com-

GENERAL BUSINESS IN CONNECTICUT COMPARED WITH NORMAL



parisons. Between 1918 and the end of 1942 freight train loads rose 113%; daily freight car mileage was up 169%; freight carried per day was up 179%; and cars per freight train increased 98%.

The index of construction work in progress in Connecticut rose slightly in March. There are a number of small home and war housing projects under way in various industrial areas which will furnish over 1,000 more dwelling units. Non-residential construction was negligible and confined principally to minor additions to or rearrangements of existing plants.

In the week ended April 10, the Bureau of Labor Statistics wholesale price index rose slightly and now stands 5½% higher than at this time last year. After 8 consecutive months in

which it remained stationary, the Fairchild Retail Price index rose fractionally in March to 113.2. At this point the index is 0.6% higher than a year ago, but 27% above September, 1939 when war was begun in Europe. The cost of living as reported by the National Industrial Conference Board continued its upward movement with a rise of 1% between February and March. As in the past the rise was caused principally by a 2.5% increase in food prices, accompanied by fractional advances in fuel and light and sundries. The other components—housing, clothing and house furnishings remained unchanged.

The Board has recently revised its cost of living indexes for each of the individual cities for which figures are kept. The new indexes provide broader

coverage, including additional pertinent data not previously available. Most significant is the revision of budgetary weights used in combining retail prices into indexes of changes in the cost of living on the basis of the most recently available studies of family expenditures. The result of the changes should make for more accurate appraisals of the month to month changes in the cost of living. The effect of the revisions on the Bridgeport and New Haven indexes has been slight. Both indexes are at a lower level but the rate of increase since 1939, the period covered by the revision, on the new basis follows closely that of the old index. Largest change in level has been for the food component of the New Haven index which has fallen 5 points.

ACCOUNTING HINTS

(Contributed by Hartford Chapter, *National Association of Cost Accountants*)

ACCOUNTING PROBLEMS OF THE POST-WAR PERIOD

INTEREST in the problems of postwar planning is becoming more evident each month. There has been much under the surface thought about it for many months, but more recently the subject has been featured at group meetings, in public statements and diplomatic exchanges. Its ramifications extend into every conceivable field of interest and activity and but few phases of life will be unaffected. There will be no attempt here to dwell on the theoretical or ethical issues which will be involved, but it is desired to touch upon some of the points or factors which will influence or have a bearing on future industrial accounting practices or principles.

It has been said that "the necessity for accurate determination of costs and profits has been paralleled by the progressively increasing difficulty of achieving it." In the coming postwar period when industry will be in the throes of reconverting and endeavoring to establish a new normal field and scope of operations, there will be much chaos in correctly and soundly determining cost data and, by the same token, of determining periodic operating results and financial conditions.

The primary concern will be the

ability to finance the conversion of operations and the transition period. Very few industries have been able to substantially enhance the surplus account which might be drawn on to cushion and underwrite the low point of the cycle. The proverbial setting aside for the inevitable rainy day has not been encouraged or countenanced by the governmental taxing policy. The published annual reports of some companies indirectly furnish a clue as to how this is nevertheless being achieved, viz, by reducing the dividend rate, and also making appropriations for special reserves of many varied captions.

In many respects, the prospect may be that each concern will have to make a new start in business and under different conditions. Policies followed in 1919 and 1920 for the re-establishment of normal operations may be of little value for guidance. This will be especially true with respect to the regulations and legislation under which business will have to be conducted. The emergency governmental controls will not be relinquished readily.

Some of the subjects which will require attention are the liquidation of war inventories and the establishment of stocks of normal goods and products. New products, or more particularly new types and models, will surely

appear to displace old lines. The use of substitute materials during the war period may lead to their permanent retention, thus changing the complexion and possibilities of old and new markets. The prospects and desirability of foreign trade should be studied, and research directed to the potential sources of outlets for such business, the business customs prevailing in other countries, etc.

In the field of labor relations many new situations will arise. Policies as to wage rates, hours, profit-sharing, and labor or employees' organizations will test the executive talent of many employers.

Concerns which undertake to give these questions serious thought in the present period will be better prepared to cope with the problems of the new era. The acknowledged value and aid of adequate accounting records will again demonstrate its importance as it is now doing during the war period.

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CURRENT INDUSTRIAL ACCOUNTING PROBLEMS will be the topic of discussion at the monthly meeting of the Hartford Chapter, N. A. C. A., May 18, 1943. A panel comprised of Chapter past presidents will conduct the meeting.

IT'S MADE IN CONNECTICUT

Ed. NOTE. This department, giving a partial list of products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings ordered by Connecticut producers. Interested buyers may secure further information by writing this department.

(Advertisement)

Accounting Forms		Bathroom Accessories		Bricks—Fire	
The Baker Goodyear Co	New Haven	The Autoyre Company	Oakville	Howard Company	New Haven
Accounting Machines		The Charles Parker Co	Meriden	Broaching	
Underwood Elliott Fisher Co	Hartford	New Departure Div of General Motors	(ball)	The Hartford Special Machinery Co	Hartford
Adding Machines		Bearings	Bristol	Brooms—Brushes	
Underwood Elliott Fisher Co	Hartford	The Fafnir Bearing Co (ball)	New Britain	The Fuller Brush Co	Hartford
Advertising Printing		Norma-Hoffmann Bearings Corp	(ball and roller)	The Hatheway Mfg Co (Dee Rings)	
The Case Lockwood & Brainard Co	Hartford	Bella	Stamford	The Hawie Mfg Co	Bridgeport
Advertising Specialties		Bevin Brothers Mfg Co	East Hampton	The G E Prentice Mfg Co	New Britain
The H C Cook Co 32 Beaver St	Ansonia	The Gong Bell Mfg Co	East Hampton	John M. Russell Mfg Co Inc	Naugatuck
Scovill Manufacturing Co (Made to Order)	Waterbury	Sargent and Co	New Haven	B Schwanda & Sons	Staffordville
The Waterbury Button Co	Waterbury	The N N Hill Brass Co	East Hampton	The Patent Button Co	Waterbury
Aero Webbing Products		Beltting	Hartford	The Waterbury Button Co	Waterbury
Russell Mfg Co	Middletown	Hartford Belting Co	Middletown	Buffing & Polishing Compositions	
Air Compressors		The Russell Mfg Co	Norwich	Apothecaries Hall Co	Waterbury
The Spencer Turbine Co	Hartford	The Thames Belting Co		Lea Mfg Co	Waterbury
Aircraft Accessories		Benches	Meriden	Buffing Wheels	
Warren McArthur Corp (Airplane Seating)	Bantam	Bicycle Coaster Brakes	Bristol	The Williamsville Buff Mfg Co	Danielson
Aircraft—Repair & Overhaul		New Departure Div General Motors Corp	Bristol	Buttons	
United Airports Div United Aircraft Corp	Hartford	New Departure Div General Motors Corp	Bristol	B Schwanda & Sons	Staffordville
Rentschler Field East Hartford		Binders Board	Manchester	The Patent Button Co	Waterbury
Airplanes		Colonial Board Company	Manchester	Colt's Patent Fire Arms Mfg Co	Hartford
Vought-Sikorsky Aircraft, Div United Aircraft Corp	Stratford	Biological Products	Ivoryton	Scovill Manufacturing Co (uniform and tack fastened)	Waterbury
Aluminum Castings		Canewell Manufacturing Company, Metal Saw Division, (hack saw and band saw)	Hartford	The Waterbury Button Co	Waterbury
Newton-New Haven Co 688 Third Avenue	West Haven	Blades		Cabinets	
Aluminum Forgings		Howard Company (cupola fire clay)	New Haven	The Charles Parker Co (medicine)	Meriden
Scovill Manufacturing Co (small)	Waterbury	Blower Fans		Cable	
Aluminum Goods		The Spencer Turbine Co	Hartford	The Wiremold Co (electric, non-metallic Sheathed)	Hartford
Scovill Manufacturing Co (To Order)	Waterbury	Colonial Blower Company	Hartford	Cams	
The Waterbury Button Co	Waterbury	Blower Systems	Hartford	The Hartford Special Machinery Co	Hartford
Aluminum—Sheets & Coils		Colonial Blower Company		Canvas Products	Hartford
United Smelting & Aluminum Co Inc	New Haven	Blowers		Carpets and Rugs	
Ammunition		The Bigelow Co	New Haven	Bigelow-Sanford Carpet Co	Thompsonville
Remington Arms Co Inc	Bridgeport	Petroleum Heat & Power Co (domestic only)	Stamford	Carpet Lining	
Artificial Leather		Clark Brothers Bolt Co	Milldale	Palmer Brothers Co	New London
The Permatex Fabrics Corp	Jewett City	The O K Tool Co Inc (T-Slot)	33 Hull St Shelton	Casters—Industrial	
Zapon Div, Atlas Powder Co	Stamford	The Blake & Johnson Co (nuts, machine screw bolts, stove)	Waterville	George P Clark Co	Windsor Locks
Asbestos		Box Board		Castings	
Rockbestos Products Corp (insulated wire, cable and cords)	New Haven	The Lydall & Foulds Paper Co	Manchester	The Charles Parker Co (gray iron)	Meriden
The Raybestos Div of Raybestos-Manhattan Inc (brake lining, clutch facings, sheet packing and wick)	Bridgeport	National Folding Box Co	New Haven	The Bradley & Hubbard Mfg Co (grey iron, brass, bronze, aluminum)	Meriden
Assemblies, Small		New Haven Pulp & Board Co	New Haven	The Gillette-Vibber Co (grey iron, brass, bronze, aluminum, also Bronze Bushing Stock)	New London
The Greist Manufacturing Co	New Haven	Robertson Paper Box Co	Montville	The Sessions Foundry Co (gray iron)	Bristol
The Wallace Barnes Co Div, Associated Spring Corp	Bristol	Boxes—Paper—Folding		John M. Russell Mfg Inc (brass, bronze and aluminum)	Naugatuck
Auto Cable Housing		Atlantic Carton Corp	Norwich	Malleable Iron Fittings Co (malleable iron and steel)	Brandford
The Wiremold Company	Hartford	S Curtis & Son Inc	Sandy Hook	McLagon Foundry Co (gray iron)	New Haven
Automatic Control Instruments		M S Dowd Carton Co	Hartford	Newton-New Haven Co (zinc and aluminum)	688 Third Ave West Haven
The Bristol Co (temperature, pressure, flow, humidity, time)	Waterbury	National Folding Box Co (paper folding)	New Haven	Philbrick-Booth & Spencer Inc (grey iron)	Hartford
Automobile Accessories		The Warner Brothers Company	Bridgeport	Scovill Manufacturing Co (brass and bronze)	Waterbury
The Rostand Mfg Co (windshields, seats, and body hardware)	Milford	The New Haven Pulp & Board Co	New Haven	Union Mfg Co (gray iron)	New Britain
The Raybestos Div of Raybestos-Manhattan Inc (brake lining, rivets brass, clutch facings, packing)	Bridgeport	Robertson Paper Box Co	Montville	Wilcox Crittenden & Co Inc (gray iron and brass)	Middletown
Automotive Friction Fabrics		Brake Linings		Castings—Permanent Mould	
The Russell Mfg Co	Middletown	Colt's Patent Fire Arms Mfg Co	Hartford	The Bradley & Hubbard Mfg Co (zinc and aluminum)	Meriden
Automotive & Service Station Equipment		The Raybestos Div of Raybestos-Manhattan Inc (automotive and industrial)	Bridgeport	Centrifugal Blower Wheels	
Scovill Manufacturing Co (Canned Oil Dispensers)	Waterbury	The Russell Mfg Co	Middletown	The Torrington Manufacturing Co	Torrington
The Raybestos Div of Raybestos-Manhattan Inc (brake service machinery)	Bridgeport	Brass and Bronze		Chain	
Bakelite Moldings		The American Brass Co (sheet, wire rods, tubes)	Waterbury	John M. Russell Mfg Co Inc	Naugatuck
The Waterbury Button Co	Waterbury	The Bristol Brass Corp (sheet, wire, rods)	Bristol	Chain—Welded and Weldless	
Balls		The Miller Company (phosphor bronze and brass in sheets, strips, rolls)	Meriden	Bridgeport Chain & Mfg Co	Bridgeport
The Abbott Ball Co (steel bearing and burnishing)	Hartford	The Thinsheet Metals Co (sheets and rolls)	Waterbury	Chains—Bead	
The Hartford Steel Ball Co (steel bearing and burnishing, brass, bronze, monel, stainless, aluminum)	Hartford	Brass Goods		The Bead Chain Mfg Co	Bridgeport
Barrels		Sargent and Company	New Haven	Chemicals	
The Abbott Ball Co (burnishing and tumbling)	Hartford	Scovill Manufacturing Co (To Order)	Waterbury	Apothecaries Hall Co	Waterbury
The Hartford Steel Ball Co (tumbling)	Hartford	Brass Mill Products		MacDermid Incorporated	Waterbury
Brass Stencils—Interchangeable		Bridgeport Brass Co	Bridgeport	American Cyanamid & Chemical Corp	Waterbury
The Fletcher Terry Co	Box 415, Forestville	Scovill Manufacturing Co	Waterbury	Chromium Plating	
Brick—Building		Brass Stencils—Interchangeable		Chromium Corp of American	Waterbury
The Donnelly Brick Co	New Britain	The Fletcher Terry Co	Box 415, Forestville	The Chromium Process Company	Derby
Clay		Brick—Building		Chucks & Face Plate Jaws	
Clay		The Donnelly Brick Co	New Britain	Clamps—Wood Workers	
Clay		Howard Company (Fire Howard "B" and High Temperature Dry)		Sargent and Company	New Haven
Clay		Howard Company (Fire Howard "B" and High Temperature Dry)		Clay	New Haven

IT'S MADE IN CONNECTICUT

—CONTINUED—

Cleansing Compounds		Electric Cords		Furnace Linings	
MacDermid Incorporated	Waterbury	Rockbestos Products Corp (asbestos insulated)	New Haven	The Mullite Refractories Co	Shelton
Clutch Facings	Middletown	United Cinephone Corporation	Torrington	Furniture Pads	Gilman
The Russell Mfg Co	Middletown	Electric—Commutators & Segments		Fuses	Hartford
Clutch—Friction		The Cameron Elec Mfg Co (rewinding motors)		Galvanizing & Electric Plating	New London
The Carlyle Johnson Mach Co (Johnson Expanding Ring; Multiple Disc Maxitorq)	Manchester	Electric Fixture Wire	Ansonia	Galvanizing	
The Raybestos Div of Raybestos-Manhattan Inc (clutch facings—molded, woven, fabric, metallic)	Bridgeport	Electric Heating Element & Units	New Haven	Malleable Iron Fittings Co	Branford
Comfortables		Rockbestos Products Corp (asbestos insulated)	New Haven	Wilcox Crittenden & Co Inc	Middletown
Palmer Brothers Co	New London	Electric Panel Boards	New Haven	Gaskets	
Cones		The Plainville Electrical Products Co	Plainville	The Raybestos Div of Raybestos-Manhattan Inc	Bridgeport
Sonoco Products Co (Climax-Lowell Div) (Paper)	Mystic	Electric Wire		Gauges	
Consulting Engineers		Rockbestos Products Corp (asbestos insulated)	New Haven	The Bristol Co (pressure and vacuum—recording automatic control)	Waterbury
The Stanley P Rockwell Co Inc (Consulting)		The Whitney Blake Co (Graybar Elec Co Exclusive Distributors)	New Haven	Gears—Reverse & Reduction for Motor Boats	
296 Homestead Ave	Hartford	Electrical Control Apparatus	Hamden	The Snow-Nabstedt Gear Corp.	New Haven
Contract Machining		The Trumbull Electric Mfg Co	Plainville	Gears and Gear Cutting	
Malleable Iron Fittings Company	Branford	Electrical Control Equipment	Hartford	The Hartford Special Machinery Co	Hartford
Contract Manufacturers		Colt's Patent Fire Arms Mfg Co	Hartford	General Plating	
The Greist Mfg Co (metal parts and assemblies)	New Haven	Electrical Recorders	Hartford	The Chromium Process Co (copper, nickel, chromium and cadmium plating)	Derby
503 Blake St Copper		The Bristol Co	Waterbury	Glass Coffee Makers	
The American Brass Co (sheet, wire, rods, tubes)	Waterbury	Electrical Goods		The Silex Co	80 Pliny St Hartford
The Bristol Brass Corp (sheet)	Bristol	A C Gilbert Co	New Haven	Glass Cutters	
Scovill Manufacturing Co (pipe and service tubing)	Waterbury	Colt's Patent Fire Arms Mfg Co	Hartford	The Fletcher Terry Co	Box 415, Forestville
The Thinsheet Metals Co (sheets and rolls)	Waterbury	Electrical Switches	Hartford	Golf Equipment	
Copper Sheets		Colt's Patent Fire Arms Mfg Co	Hartford	The Horton Mfg Co (clubs, shafts, balls, bags)	Bristol
The New Haven Copper Co	Seymour	Electrolytes			
Copper Shingles		W T Barnum & Co Inc (all classes)		Graphite Crucibles & Products	
The New Haven Copper Co	Seymour	Elevators	New Haven	American Crucible Co	Shelton
Copper Water Tube		The Eastern Machinery Co (passenger and freight)	New Haven	Greeting Cards	
Bridgeport Brass Co	Bridgeport	General Elevator Service Co Inc (freight, passenger and residence)	Hartford	A D Steinbach & Sons Inc	New Haven
Cork Cots		The Embalmers' Supply Co	Westport	Grinding	
Sonoco Products Co (Climax-Lowell Div)	Mystic	Engines		The Centerless Grinding Co Inc (Precision custom grinding; centerless, cylindrical, surface, internal, and special)	Bridgeport
Corrugated Box Manufacturers		Wolverine Motor Works Inc (diesel stationary marine)	Bridgeport	19 Staples Street	Hartford
The Danbury Square Box Co	Danbury	Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft)	East Hartford	The Hartford Special Machinery Co (gears, threads, cams and splines)	Hartford
Corrugated Shipping Cases		Envelopes		Hardware	
D L & D Container Corp	87 Shelton Ave	Plimpton Mfg Co Div U S Envelope Co	Hartford	Sargent and Co	New Haven
Connecticut Corrugated Box Div	Robert Gair Co Inc	Curtis 1000 Inc	Hartford	Wilcox Crittenden & Co Inc (marine heavy and industrial)	Middletown
Cosmetics	Portland	Extractors—Tap		Hardware—Trailer Cabinet	
Northam Warren Corporation	Stamford	The Walon Co	94 Allyn St Hartford	The Excelsior Hardware Co	Stamford
The J B Williams Co	Glastonbury	Eyelets		Hardware, Trunk & Luggage	
Cotton Batting & Jute Batting		The Platt Bros & Co P O Box 1030	Waterbury	J H Sessions & Son	Bristol
Palmer Brothers	New London	Scovill Manufacturing Co	Waterbury	Hat Machinery	
Cotton Yarn		The Waterbury Button Co	Waterbury	Doran Brothers Inc	Danbury
The Floyd Cranska Co	Moosup	Fasteners—Slide & Snap		Headers	
Counting Devices		The G E Prentice Mfg Co	New Britain	The E J Manville Machine Co	Waterbury
Veeder-Root Inc	Hartford	Sargent and Co	New Haven	Heat Treating	
Cut Stone		Scovill Manufacturing Co (snap)	Waterbury	The A F Holden Co	200 Winchester St New Haven
The Dextone Co	New Haven	FELT—All Purposes		The Bennett Metal Treating Co	
Cutters		American Felt Co (Mills & Cutting Plant)	Glenville	1045 New Britain Ave	Elmwood
The Standard Machinery Co (rotary board, single and duplex)	Mystic	Ferrules		The Stanley P Rockwell Co Inc	Hartford
The O K Tool Co Inc (inserted tooth milling)	33 Hull St	The Waterbury Button Co	Waterbury	296 Homestead Ave	Heat-Treating Equipment
Delayed Action Mechanisms		Fibre Board		The Autoyre Company	Oakville
M H Rhodes Inc	Hartford	The C H Norton Co	North Westchester	The A F Holden Co	200 Winchester St New Haven
Dictating Machines		Finger Nail Clippers		The Crane Company	
Dictaphone Corporation	Bridgeport	The H C Cook Co	32 Beaver St Ansonia	Highway Guard Rail Hardware	
The Soundscriber Corporation	New Haven	Firearms		Malleable Iron Fittings Co	Branford
Die Castings		Colt's Patent Fire Arms Mfg Co	Hartford	Hinges	
Newton-New Haven Co Inc	688 Third Ave	Remington Arms Co Inc	Bridgeport	Sargent and Company	New Haven
Dies	West Haven	Fire Hose		Homer D Bronson Company	Beacon Falls
The Hoggson & Pettis Mfg Co	141 Brewery St	Fabrica Fire Hose Co (municipal and industrial)		Hoists and Trolleys	
Die-Heads—Self-Opening	New Haven	Fireplace Goods	Sandy Hook	Union Mfg Company	New Britain
The Eastern Machine Screw Corp	Truman & Barclay Sts	The John P Smith Co (screens)	423-33 Chapel St	Hollow Screws	
The Geometric Tool Co	New Haven	Rostand Mfg Co	Milford	The Allen Manufacturing Co.	Hartford
Dish Washing Machines		Fireproof Floor Joists		Hose Supporter Trimmings	
Colt's Patent Fire Arms Mfg Co	Hartford	The Dextone Co	New Haven	The Hawie Mfg Co (So-Lo Grip Tabs)	
Drapers		Fishing Equipment		Hot Water Heaters	
Palmer Brothers Co	New London	The Horton Mfg Co (reels, rods, lines)	Bristol	Petroleum Heat & Power Co (Instantaneous domestic oil burner)	Stamford
Drop Forgings		Fishing Lines		Industrial Finishes	
Wilcox Crittenden & Co Inc	Middletown	The Bevin-Wilcox Line Co	East Hampton	Zapon Div Atlas Powder Co	Stamford
The Blakeslee Forging Co	Plantsville	Fishing Tackle		Insecticides	
Atwater Mfg Co	Plantsville	The H C Cook Co	32 Beaver St Ansonia	American Cyanamid & Chemical Corp	Waterbury
Capewell Mfg Company	Hartford	Flashlight Cases		Insulated Wire Cords & Cable	
Dowel Pins		Scovill Manufacturing Co (metal)	Waterbury	The Kerite Insulated Wire & Cable Co Inc	Seymour
The Allen Manufacturing Co	Hartford	Fluorescent Lighting Equipment		The Whitney Blake Co (Graybar Elec Co Exclusive Distributors)	Hamden
Edged Tools		The Wiremold Company	Hartford	Insulation	
The Collins Co (axes and other edged tools)	Collinsville	Forgings		The Gilman Brothers Co	Gilman
Elastic Webbing	Middletown	Clark Brothers Bolt Co	Middletown	Insulating Refractories	
The Russell Mfg Co	Middletown	Heppenstall Co (all kinds and shapes)	Bridgeport	The Mullite Refractories Co	Shelton
Electric Appliances		Scovill Manufacturing Co (non-ferrous)	Waterbury	Japanning	
The Silex Co	80 Pliny St Hartford	Foundries		J H Sessions & Son	Bristol
Electric Cables		Union Mfg. Co (gray iron)	New Britain		
Rockbestos Products Corp (asbestos insulated)	New Haven	Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze)	Middletown		
Electrical Conduit Fittings & Grounding Specialties		The Sessions Foundry Co (iron)	Bristol		
The Gillette-Vibber Company	New London	Foundry Riddles			
		The John P Smith Co 423-33 Chapel St	New Haven		
		Rocklock Inc (brass, galvanized, steel)	Southport		

IT'S MADE IN CONNECTICUT

—CONTINUED—

Jointing	Milk Bottle Carriers	Propeller Fan Blades
The Raybestos Div of Raybestos-Manhattan Inc (compressed sheet)	The John P Smith Co 323-33 Chapel St	The Torrington Manufacturing Co Torrington
Bridgeport (Advt.)	New Haven	Punches
Key Blanks	Millboard	The Hoggson & Pettis Mfg Co (ticket & cloth)
Sargent and Company	The Raybestos Div of Raybestos-Manhattan Inc (asbestos)	141 Brewery St
The Graham Mfg Co	Bridgeport	New Haven
Knit Goods	Mill Supplies	Putty Softeners—Electrical
American Hosiery Company	Wilcox Crittenden & Co Inc	The Fletcher Terry Co Box 415 Forestville
Labels	Middletown	Pyrometers
J & J Cash Inc (Woven) South Norwalk	Moulded Plastic Products	The Bristol Co (recording and controlling)
Lacquers & Synthetic Enamels	The Patent Button Co	Waterbury
Zapon Div Atlas Powder Co Stamford	Waterbury	Radiation-Finned Copper
Ladders	Colt's Patent Fire Arms Mfg Co	The G & O Manufacturing Company
A W Flint Co 196 Chapel St New Haven	Hartford	New Haven
Lamps	The Watertown Mfg Co 117 Echo Lake Road	Railroad Equipment
The Rostand Mfg Company (brass, colonial style & brass candlesticks)	Watertown	The Rostand Mfg Co (baggage racks and mirrors for passenger cars)
Leather	Moulds	Milford
Herman Roser & Sons Inc (Genuine Pigskin) Glastonbury	The Hoggson & Pettis Mfg Co (steel)	Rayon Yarns
Leather Goods Trimmings	141 Brewery St	The Hartford Rayon Corp
The G E Prentice Mfg Co New Britain	New Haven	Rocky Hill
Letterheads	The Seymour Mfg Co	Razors
Lehman Brothers Inc (designers, engravers, lithographers)	Nickel Anodes	Schick Inc. (electric)
New Haven	Waterbury	Reamers
Lighting Equipment	Nickel Silver	The O K Tool Co Inc (inserted tooth)
The Miller Co (Miller, Duplexalite, Ivanhoe) Meriden	Seymour	33 Hull St
The Waterbury Button Co Waterbury	Nuts Bolts and Washers	Shelton
Locks	Clark Brothers Bolt Co	Recorders
Sargent and Company Locks—Cabinet New Haven	Middledale	The Bristol Co (automatic controllers, temperature, pressure, flow, humidity)
The Excelsior Hardware Co Locks—Suit-case and Trimmings Stamford	Office Equipment	Waterbury
The Excelsior Hardware Co Locks—Trunk Stamford	Underwood Elliott Fisher Co	Refractories
The Excelsior Hardware Co Locks—Zipper Stamford	Hartford	Howard Company
The Excelsior Hardware Co Loom—Non-Metallic Stamford	Oil Burners	Resistance Wire
The Wiremold Company Hartford	The Silent Glow Oil Burner Corp	The C O Jelliff Mfg Co (Nickel chromium, kanthal)
Machining Work	1477 Park St	Retainers
The Hartford Special Machinery Co (contract work only) Hartford	Petroleum Heat & Power Co (domestic commercial and industrial)	The Hartford Steel Ball Co (bicycle & automotive)
The Torrington Manufacturing Co (special rolling mill machinery) Torrington	Oil Burner Wick	Reverse Gear—Marine
Machinery	The Raybestos Div of Raybestos-Manhattan Inc	The Carlyle Johnson Mach Co
The Hallden Machine Company (mill) Thomaston	Packing	Manchester
The Torrington Manufacturing Co. (mill) Torrington	The Raybestos Div of Raybestos-Manhattan Inc (rubber sheet and automotive)	Riveting Machines
The Standard Machinery Co (bookbinders) Mystic	Paints and Enamels	The Grant Mfg & Machine Co
Machinery Dealers & Rebuilders	The Tredennick Paint Mfg Co	Bridgeport
Botwinik Brothers New Haven	Meriden	The Raybestos Div of Raybestos-Manhattan Inc (brake service equipment)
Machinery Dealers Inc New Haven	Paperboard	Bridgeport
Machines	Connecticut Corrugated Box Div Robert Gair Co Inc	Rivets
Andrew C Campbell Div American Chain & Cable Co Inc (cutting & nibbling) Bridgeport	Portland	The Connecticut Manufacturing Company
The Patent Button Company Waterbury	The New Haven Pulp & Board Co New Haven	Waterbury
Machines—Automatic	Paper Boxes	Clark Brothers Bolt Co
The A H Nilson Mach Co (Special) Bridgeport	National Folding Box Co (folding)	Milldale
Machines—Forming	New Haven	The Blake & Johnson Co (brass, copper and non-ferrous)
The A H Nilson Mach Co (four-slide wire and ribbon stock) Bridgeport	The New Haven Pulp & Board Co	Waterville
Marine Equipment	Robertson Paper Box Co (folding)	J H Sessions & Son
The Rostand Mfg Co (portlights, deck, cabin and sailboat hardware) Milford	The Strouse, Adler Co	Bristol
Wilcox Crittenden & Co Inc Middletown	Atlantic Carton Corp (folding)	The Raybestos Div of Raybestos-Manhattan Inc (brass and aluminum tubular and solid copper)
Marking Devices	The Warner Brothers Company	Bridgeport
The Hoggson & Pettis Mfg Co New Haven	Paper Clips	The Raybestos Div of Raybestos-Manhattan Inc (iron)
Matrices	The H C Cook Co (steel) 32 Beaver St Ansonia	Bridgeport
W T Barnum & Co Inc New Haven	Paper Tubes and Cores	Rods
Mattresses	Sonoco Products Co (Climax-Lowell Div)	The Bristol Brass Corp (brass and bronze)
Palmer Brothers Co New London	Parallel Tubes	Bristol
Waterbury Mattress Co Waterbury	Sonoco Products Co (Climax-Lowell Div)	Roof Coatings & Cements
Mechanical Assemblies—Small	Pharmaceutical Specialties	Tilo Roofing Co Inc
M H Rhodes Inc Hartford	Ernst Bischoff Company Inc	Roofing—Built Up
Metal Cleaners	Phosphor Bronze	Tilo Roofing Co Inc
Apothecaries Hall Co Waterbury	The Seymour Mfg Co	Rubber Chemicals
Metal Cleaning Machines	The Bristol Brass Corp (sheet)	The Stamford Rubber Supply Co ("Fastics" Vulcanized Vegetable Oils)
Colt's Patent Fire Arms Mfg Co Hartford	The Miller Company (sheets, strips, rolls)	Rubberized Fabrics
Metal Goods	Pipe	The Duro-Gloss Rubber Co
Bridgeport Brass Co (to order) Bridgeport	The American Brass Co (brass and copper)	New Haven
Metal Novelties	Howard Co (cement well and chimney)	Rubber Footwear
The H C Cook Co 32 Beaver St Ansonia	Crane Company (fabricated)	The Goodyear Rubber Co
The Waterbury Button Co Waterbury	Bridgeport Brass Co (brass & copper)	Middletown
J H Sessions & Son	Scovill Manufacturing Co (copper, red brass and yellow brass)	United States Rubber Prod Inc (Keds, Kedettes, Gaytees, U S Royal Footwear)
Scovill Manufacturing Co (Made to Order)	Pipe Fittings	Naugatuck
Waterbury	Malleable Iron Fittings Co	Rubbish Burners
Metal Specialties	Plasters	The John P Smith Co 423-33 Chapel St
The Excelsior Hardware Co Stamford	The Patent Button Co	New Haven
The G E Prentice Mfg Co New Britain	The Plainville Electro Plating Co	Safety Fuses
Metal Stamping	Plasters—Chrome	The Ensign-Bickford Co (mining & detonating)
The Autoyre Co (small) Oakville	The Plainville Electro Plating Co	Saw Blades
The Patent Button Co Waterbury	Plasters' Equipment	Simsbury
The Excelsior Hardware Co Stamford	MacDermid Incorporated	The Capewell Mfg Co (Hack Saw, Band Saw)
J H Sessions & Son Bristol	Plumbers' Brass Goods	Hartford
The H C Cook Co 32 Beaver St Ansonia	Bridgeport Brass Co	Saws, Band, Metal Cutting
The Greist Mfg Co 503 Blake St New Haven	Scovill Manufacturing Co	Atlantic Saw Mfg Co
The Waterbury Button Co Waterbury	Plumbing Specialties	New Haven
Bridgeport Chain & Mfg Co Bridgeport	John M Russell Mfg Co Inc	Scales—Industrial Dial
Metal Products—Stampings	Pole Line	The Kron Company
The Autoyre Co (small)	Malleable Iron Fittings Co	Scissors
The Patent Button Co Waterbury	Polishing Wheels	The Acme Shear Company
The Excelsior Hardware Co Stamford	The Williamsville Buff Mfg Co	Screw Machine Products
J H Sessions & Son Bristol	Presses	The Apex Tool Co Inc
The H C Cook Co 32 Beaver St Ansonia	The Standard Machinery Co (plastic molding, embossing, and die cutting)	The Connecticut Manufacturing Company
The Greist Mfg Co 503 Blake St New Haven	Propellers—Aircraft	Waterbury
The Waterbury Button Co Waterbury	Hamilton Standard Propellers Div United Aircraft Corp	Corbin Screw Div, American Hardware Corp
Bridgeport Chain & Mfg Co Bridgeport	East Hartford	New Britain
		Waterville
		The Centerless Grinding Co Inc (Heat treated and ground type only)
		19 Staples Street
		Bridgeport
		The Eastern Machine Screw Corp
		Truman & Barclay St
		New Haven
		The Humason Mfg Co
		Forestville
		The Greist Mfg Co (Up to 1 1/4" capacity)
		New Haven
		Waterbury
		(Advt.)

IT'S MADE IN CONNECTICUT

—CONTINUED—

Screws	Steel—Magnetic	Valves—Automatic Air
The Blake & Johnson Co (machine) Waterville Corbin Screw Div, American Hardware Corp New Britain	Cinaudagraph Corporation Stamford	Beaton & Cadwell Mfg Co New Britain
Sargent and Company New Haven	Stereotypes New Haven	Valves—Flush New Britain
Clark Brothers Bolt Co Milldale	Stop Clocks, Electric Bristol	Beaton & Cadwell Mfg Co New Britain
The Charles Parker Co (wood) Meriden	Studio Couches Waterbury	Valves—Relief & Control New Britain
Scovill Manufacturing Co (cap and machine) Waterbury	Super Refractories Waterbury	Ventilating Systems Hartford
Screws (Machine)	The Millite Refractories Co	Vises
The Connecticut Manufacturing Company Waterbury	Shelton	The Charles Parker Co Meriden
Scythes	Surface Metal Raceways & Fittings	Washers
Winsted Manufacturing Co Winsted	The Wiremold Company Hartford	The Blake & Johnson Co (brass, copper & non-ferrous) Waterville
Sewing Machines	Switchboards	American Felt Co (felt) Glenville
The Greist Mfg Co (Sewing machine attachments) 503 Blake St New Haven	Plainville Electrical Products Co Plainville	Clark Brothers Bolt Co Milldale
The Merrow Machine Co (Industrial) 2814 Laurel St	Switchboards Wire and Cables Rockbestos Products Corp (asbestos insulated)	The Sessions Foundry Co (cast iron) Bristol
Hartford	New Haven	J H Sessions & Son Bristol
Shaving Soaps	Switches	The Raybestos Div of Raybestos-Manhattan Inc (clutch washers) Bridgeport
The J B Williams Co Glastonbury	Colt's Patent Fire Arms Mfg Co Hartford	Watches
Shears	Tanks	Benrus Watch Co 30 Cherry St Waterbury
The Acme Shear Co (household) Bridgeport	The Bigelow Company (steel) New Haven	Waterproof Dressings for Leather
Sheet Metal Products	Tape	The Viscol Company Stamford
The American Brass Co (brass and copper) Waterbury	The Russell Mfg Co Middletown	Webbing
Sheet Metal Stamping	Tap Extractors	The Russell Mfg Co Middletown
The American Buckle Co West Haven	94 Allyn St Hartford	Welding Rods
The Patent Button Co Waterbury	Taps, Collapsing	The Bristol Brass Corp (brass & bronze) Bristol
J H Sessions & Son Bristol	Tarred Lines	Wheels—Industrial
The Wiremold Company Hartford	Brownell & Co Inc Moodus	George P Clark Co Windsor Locks
Signals	Telemetering Instruments	The Russell Mfg Co Middletown
The H C Cook Co (for card files) 32 Beaver St Ansonia	Textile Machinery	The Raybestos Div of Raybestos-Manhattan Inc (oil burner wicks) Bridgeport
Silks	Textile Mill Supplies	Wire
Cheney Brothers South Manchester	Ernst Bischoff Company Inc Ivoryton	The Bristol Brass Corp (brass & bronze) Bristol
Sizing and Finishing Compounds	Textile Processors	The Driscoll Wire Co (steel) Shelton
American Cyanamid & Chemical Corp Waterbury	The Aspinook Corp (cotton) Jewett City	Hudson Wire Co Winsted Div (insulated & enameled magnet) Winsted
Smoke Stacks	Thermometers	The Atlantic Wire Co (steel) Branford
The Bigelow Company (steel) New Haven	The Bristol Co (recording and automatic control)	The Platt Bros & Co (zinc wire) P O Box 1030 Waterbury
Soap	Thin Gauge Metals	Rockbestos Products Corp (asbestos insulated)
The J B Williams Co (industrial soaps, toilet soaps, shaving soaps) Glastonbury	Waterbury	Scovill Manufacturing Co (brass, bronze and nickel silver) Waterbury
Special Parts	Thread	Wire Arches and Trellis
The Greist Mfg Co (small machined, especially precision stampings) 503 Blake St	Max Pollack & Co Inc Groton	The John P Smith Co 423-33 Chapel St New Haven
Sponge Rubber	The American Thread Co Willimantic	Wire Baskets
The Sponge Rubber Products Co Derby	The Gardiner Hall Jr Co (cotton sewing) South Willington	Rolock Inc (for acid, heat, degreasing) Fairfield
Palmer Brothers Company New London	Wm Johl Manufacturing Co Mystic	Wire Cable
Spring Coiling Machines	Threading Machines	The Bevin-Wilcox Line Co (braided) East Hampton
The Torrington Manufacturing Co Torrington	The Grant Mfg & Machine Co (double and automatic)	The C O Jelliff Mfg Co (All metals, all meshes) Southport
Spring Units	Time Recorders	The John P Smith Co 423-33 Chapel St New Haven
American Chain & Cable Co Inc Bridgeport	Stromberg Time Corp Thomaston	Wire Drawing Dies
Owen Silent Spring Co Inc (mattresses and upholstery furniture) Bridgeport	Timers, Interval	The Waterbury Wire Die Co Waterbury
Spring Washers	The H C Thompson Clock Co Bristol	Wire Dipping Baskets
The Wallace Barnes Co Div Associated Spring Corp	Timing Devices and Time Switches	The John P Smith Co 423-33 Chapel St New Haven
Springs—Coil & Flat	M H Rhodes Inc Tinning	Wire Formings
The Humason Mfg Co Forestville	Wilcox Crittenden & Co Inc Middletown	The Autoyre Co Oakville
The Wallace Barnes Co Div Associated Spring Corp	The Thinsheet Metals Co (non-ferrous metals in rolls)	Wire Forms
Springs—Flat	Waterbury	The Humason Mfg Co Forestville
The Wallace Barnes Co Div Associated Spring Corp	Tools	The Wallace Barnes Co Div Associated Spring Corp
Springs—Furniture	The Hoggan & Pettis Mfg Co (rubber workers) 141 Brewery St New Haven	Wire Goods
American Chain & Cable Co Inc Bridgeport	The O K Tool Co Inc (inserted tooth metal cutting) 33 Hull St Shelton	The Patent Button Co Waterbury
Owen Silent Spring Co Inc Bridgeport	Tools, Dies & Fixtures	The American Buckle Co (overall trimmings) West Haven
Springs—Wire	The Greist Mfg Co New Haven	Scovill Manufacturing Co (To Order)
The Wallace Barnes Co Div Associated Spring Corp	Toys	Wire Mesh
J. W. Bernston Company (Coil and Torsion)	A C Gilbert Company New Haven	Rolock Inc (all meshes and metals) Fairfield
Springs, Wire & Flat	The Gong Bell Co East Hampton	Wiremolding
The Autoyre Company Plainville	The N N Hill Brass Co East Hampton	The Wiremold Company Hartford
Stair Pads	Trucks—Industrial	Wire Nuts—Solderless
Palmer Brothers Company New London	George P Clark Co Windsor Locks	The Wiremold Company Hartford
Stamps	Trucks—Lift	Wire Reels
The Hoggan & Pettis Mfg Co (steel) 141 Brewery St New Haven	The Excelsior Hardware Co Stamford	The A H Nilson Mach Co Bridgeport
Stampings—Small	George P Clark Co Windsor Locks	Wire Partitions
The Greist Manufacturing Co New Haven	Trucks—Skid Platforms	The John P Smith Co 423-33 Chapel St New Haven
The Wallace Barnes Co Div Associated Spring Corp	The Excelsior Hardware Co (lift) Stamford	Wire Rings
Staples	Tube Clips	The American Buckle Co (pan handles and tinner's trimmings) West Haven
Sargent and Company New Haven	The H C Cook Co (for collapsible tubes) 32 Beaver St Ansonia	Wire Shapes
Steel Castings	Tubing	Bridgeport Chain & Mfg Co Bridgeport
The Hartford Electric Steel Co (carbon and alloy Steel) 540 Flatbush Ave Hartford	The American Brass Co (brass and copper) Waterbury	Woodwork
Malleable Iron Fittings Co Branford	Scovill Manufacturing Co (copper alloys) Waterbury	C H Dresser & Son Inc (Mfg all kinds of woodwork) Hartford
Nutmeg Crucible Steel Co Branford	Tubing—Condenser	Yarns
Steel—Cold Rolled Spring	Scovill Manufacturing Co Waterbury	The Ensign-Bickford Co (ute carpet) Simsbury
The Wallace Barnes Co Div Associated Spring Corp	Typewriters	Zinc
Steel—Cold Rolled Stainless	Underwood Elliott Fisher Co Hartford	The Platt Bros & Co (ribbon, strip and wire) P O Box 1030 Waterbury
Wallingford Steel Company Wallingford	Typewriter Ribbons	Zinc Castings
Steel—Cold Rolled Strip and Sheets	Underwood Elliott Fisher Co Hartford	Newton-New Haven Co Inc 688 Third Ave West Haven (Advt.)
Wallingford Steel Company Wallingford	Underclearer Rolls	
Steel Goods	Sonoco Products Co (Climax-Lowell Div)	
Scovill Manufacturing Co (To Order)	Vacuum Bottles and Containers	
	American Thermos Bottle Co Norwich	
	Vacuum Cleaners	
	The Spencer Turbine Co Hartford	

SERVICE SECTION

FOR SALE—RENT—WANTED

EQUIPMENT FOR SALE. 100 gallons per minute at 100 foot head Centrifugal direct connected motor driven Pump. 5 Horsepower, 220 volt, 3 phase, 60 cycle motor. Installed in 1928, used only intermittently, condition excellent; American Radiator Ideal Cast Iron Sectional Heating Boiler, with automatic water feeder, No. S/07229/10B/0. Installed in 1934, condition excellent; Automatic Electric Direct Connected Hoffman Condensation Pump for the above boiler, 220 volt, installed 1934, condition excellent; Combination Vacuum and Condensation Pump, made by the Chicago Pump Company, their Condo-Vac No. H2V 17. Motor driven with automatic controls for both Condensation and Vacuum, 220 volt, 3 phase. Installed 1928, condition good; One 8" OS&Y Gate Valve which meets Fire Underwriters' and Factory Mutual requirements; Dwight Slate Hand Operated Marking Machine. Address S. E. 261.

AVAILABLE FOR LEASING—2,000 sq. ft. New construction—concrete floor—barred windows—railroad siding—high ceiling—equipped with 3 arc welding machines—8 ft. metal brake—2 hydraulic chipping hammers—5 H.P. compressor—Hartford—formerly made oil tanks. Address R. E. 113.

WANTED—REAMING AND TAPPING FACILITIES—to cut 5-inch pipe thread in grey-iron cast flanges, quantity 500, starting late January. Must be near Hartford. M. T. W. 135.

WANTED—PLASTIC MOULDING FACILITIES located in or near Hartford to supply moulded parts in quantity, 14" long, 5/16" wide, 1/16" thick. Type of plastic material used may be changed to suit facilities available. Work will start in two or three months. If interested, please contact immediately. M. T. W. 136.

FOR SALE—American Radiator, coal burning, hot water boiler with 20 radiators and pipes—1,000 ft. of radiation—excellent for small plant or auxiliary heating. Address S. E. 297.

WANTED—Steam boiler capable of heating 4,000 square feet of standard radiation. Address S. E. 292.

FOR SALE—PATENT RIGHTS—Newly developed large-size ram, up to 36-inch drive pipe diameter for use in irrigation and mining, has high efficiency due to patented design, lifting water 30' for each foot of fall, with no cost of operation—Good "after-the-war" product for plant with both machine shop and foundry. Address S. E. 220.

FOR SALE—1 only—A-20 Aftercooler. This compressor has a piston displacement of 12 cubic feet per minute. Address S. E. 243.

FOR SALE—ELECTRIC FURNACE—250-lb. Detroit Electric Furnace, together with necessary transformers and equipment, ready for immediate operation upon installation. New Britain. Address S. E. 245.

FOR SALE—SILK THREAD SPINNERS—We have five belt spinners driven by separate motors, about 100 spindles to each frame. These machines are in first class condition. Also some other thread-making machinery. Address S. E. 249.

FOR SALE—1 Curtis Steam Turbine No. 8678—K.W. 100—Speed 3,600—Form E—Steam Pressure 150 lbs.—Condensing, 1 General Electric Alternating Current Generator—No. 482647—P. F. 80%, Type ATB—2-125-3600—Form T—K.W. 100, Volts 600, Amps 120—Speed 3600. 1 Wheeler Condenser No. 03618—Size 5 x 12 x 10. Address S. E. 251.

FOR SALE—15 Oil or Chemical Storage Tanks—8,000 and 5,000 gallons. Several single phase electric motors—One (1) and one and one-half (1½) Horsepower. 1—20 H.P. 2-phase Electric Motor. Address S. E. 260.

WAR WORK WANTED—Company AAA1 financially rated, with 100,000 square feet working space, has assembly facilities, foot and power presses, hand and automatic screw machines, plain and universal millers, single and multiple head lathes, drill presses, tappers, etc., desires additional war work of a continuous nature. Address P. O. Box 536, Bridgeport, Conn.

EMPLOYMENT

PERSONNEL DIRECTOR—Just completed assignment as Assistant Personnel Director for construction company employing 20,000 workers on Trinidad Army base. Personnel experience includes 3 years H. O. L. C., 4 years in business for self, 4 years Personnel Director of large

New York bank, 4 years Personnel Manager for large steamship line, 6 years Secretary of Appointments at Columbia University. Ample experience in recruitment, job analysis and evaluation, standardization of procedures and standards, House Organ publications and employee organizations. Age 56, health good, college graduate, married. Address P. W. 835.

ORGANIZATION MAN—26 years experience in public relations, advertising, and promotion. Would make excellent executive assistant specializing in public relations, editing house organs, organization work. Permanent secretary college class—Yale 1916. Address P. W. 830.

EXPERIENCED BUSINESS MAN—has run a business for 20 years as small manufacturer of shoe creams and cement for chain and department stores—5 years with large firm distributing food products, contacting jobbers and retailers—5 years in wholesale house furnishings—has supervised workers, good personality, high school graduate, age 50, married, Protestant, Hartford area, \$50.00. Address P. W. 770.

PERSONNEL DIRECTOR—25 years' experience as Personnel Manager of a large manufacturing concern in the metal industry employing both males and females. Experience includes—Advance Planning of Needs, Recruiting, Selection and Placement, Induction and Follow-up, Training and Upgrading, Transfers, Promotions, Salary and Wage Changes, Separations, Employee Identification, Employee Records, Employment and Labor Turnover Reports—Federal and State Labor Law Translations, such as the National Labor Relations Act, Fair Labor Standards Act, Walsh-Healey Act, Social Security and Unemployment Insurance Act, the President's Executive Orders on Overtime Payments and the Cost of Living Stabilization—Has handled Group Insurance, Cafeteria, Athletic and Recreational programs, Health and Safety programs, Selective Service Deferments, Apprentice Training, Credit Union, Training within Industry, Collective Bargaining Negotiations and Grievance Procedure. Age 48—married—two children. Address P. W. 774.

PLANT MANAGER—Production Manager—2 years machine design, 2 years marine engineering school, 3 years Business Administration, also advanced business courses—3 years apprenticeship in steel and ordnance plant, became foreman—4 years production engineer, installed standard cost system, planning system, methods and standards, became assistant treasurer—6 years office and credit manager, 3 years sales manager, 3 years market analyst—recently redesigned machinery for war contract, designed all tools, jigs, fixtures, taught new foremen, supervised production—Age 50, married, \$6,000 minimum. Address P. W. 797.

PUBLIC RELATIONS—Age 46, married, 2 children, College graduate—Own advertising agency 10 years—accustomed to pitch in and get things done—trained to analyze a problem, pick out high spots and concentrate on them—some manufacturing production experience—considerable experience working with people—qualified for research, editing house organ, planning, and writing programs to reduce absenteeism, improve morale and bring in new employees. Address P. W. 826.

EXECUTIVE ENGINEER—17 years' experience in administration, organization, production and personnel training in organizations employing up to a maximum of 500 employees—age 43—married—3 dependents—B.S. in M.E., Yale—\$7,500. Address P. W. 859.

FEMALE COORDINATOR—Consultant and advisor on problems connected with employment of women—working conditions—industrial hygiene—cafeteria—housing—transportation—day care of children—wages and hours—Broad background social work—Vassar A.B.—\$3,500. Address P. W. 836.

TREASURER-COMPTROLLER—Draft exempt—20 years' experience—can take complete charge of cost and general accounting, tax matters, systems, budget—have handled responsibilities of treasurer, comptroller, and office manager—\$7,500. Address P. W. 823.

EXECUTIVE—production or industrial relations—Wide experience in labor relations—President of Coal Operators' Association of Central Pennsylvania for two years, handling labor contracts with the United Mine Workers, during which time had experience on committees definitely negotiating such contracts—experienced in the arbitration of labor controversies and assisted in the preparation of statistical data covering labor costs and market conditions used for presentation to Governmental authorities—Personally handled labor relations of companies of which was president—Considerable industrial production experience. Address P. W. 837.



NEW HAVEN DOCK

T. A. D. JONES & CO.

INCORPORATED

BRIDGEPORT . . . CONN . . . NEW HAVEN . . . CONN

DISTRIBUTORS

BITUMINOUS COAL INDUSTRIAL FUEL OIL

SERVING SOUTHERN AND WESTERN NEW ENGLAND

VIA

RAIL . . . WATER . . . TRUCKS

★ "Mr. Brown? . . . No, he's out!"



That's the way Brown's secretary answered his telephone while he was away from his desk and Jones called.

Jones wanted to ask Brown about delivery dates. Brown's secretary could have told him. But all she said was, "He's out!" And Jones said, naturally, "Have him call me."

If Brown's secretary had said instead: "Can I help you?" Jones would undoubtedly have told her what he wanted, and she could have given him the information.

Hundreds of times daily in war-busy Connecticut plants, needless call-backs are being made . . . calls that could have been avoided if secretaries or clerks who answer the telephone would offer their help to the calling party.

But these secretaries or clerks must have the information or know where to get it. That's up to the key men — to see that they do have it.

That would save a lot of wasted time for key men and a heap of needless telephone calls.

THE SOUTHERN NEW ENGLAND TELEPHONE COMPANY

for

PRINTING

TO HELP YOUR WAR EFFORT

call

Hartford

2-2101

THE CASE, LOCKWOOD
AND BRAINARD CO.
85 Trumbull St. - Hartford

[A MODERN PLANT, SKILLED WORKMEN AND
106 YEARS OF EXPERIENCE ARE AT YOUR SERVICE]

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